

CONSULTANT AND HIS ROLE IN ORGANIZATIONS

By

Indira J. Parikh

Tamil Selvan, S.

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## CONSULTANT AND HIS ROLE IN ORGANIZATIONS

### Abstract

Whenever there is a collectivity of people with structures, tasks and interphases between people and systems there are some individuals who by choice or by the need of the hour or situation become consultants, advisors, experts and problem-solution givers. This paper examines how consultants emerge, are seen, what roles they undertake in organizations, what factors influence the consultant's roles and what are the new definitions and dimensions of a consultant's role. It identifies the context in which an organization and the consultant interphase. It states the different phases of evolution of organization growth and how the role of a consultant changes. These dimensions are discussed based on experiences of many consultants and existing literature. Most of the role descriptions are borrowed from existing literature and from experiences and discussions with consultants and industrialists. In the Indian context due to constant flux and transition, consultants have to review and define an appropriate role for themselves to contribute to the design and development of institutions and formal work organizations.

## CONSULTANT AND HIS ROLE IN ORGANIZATIONS

In 1983, a medium sized composite textile unit having 180000 spindles was up for sale. It was not able to sell its yarn and cloth. It was also not able to cut down production by laying off workers because of political pressure. Bankers were not willing to receive them and therefore management decided to sell it off. Another textile group having its base in the same area bought the unit. They wanted to straighten the unit and therefore hired a consultant from Bangalore. In 1987 the same unit's spindlage was 2,25,000 and is enjoying a good reputation in the market.

This case illustrates the work done by a consultant in reviving a loss making unit. Are consultants hired only for problem solving? If not what other roles do they play in organizations, whether it may be product or service organizations?

### OBJECTIVES OF THIS PAPER

Consultants have always been around. They have had different names across the centuries. Kings had advisors and ministers to consult on critical matters, issues of controversy and/or dilemmas. These consultants/advisors reflected on the issue, the context of the issue, the people involved in their roles and the implications of the resolutions not only on the people but the system and people around in the larger social context. The Kings either

had good advisors/consultants with integrity, sagacity and wisdom or they were short sighted, personalized i.e. advised with personal biases and prejudices and or sought personal favour through giving the advice which was pleasant to the King. In essence in the norms, values and code of conduct the consultant gave the advice which was the truth, or the pleasant truth and sometimes the unpleasant truth. As such there are consultants and consultants some who design their roles for the people and system. Some who design their role given the problem, some for the seeker while some others for themselves. The consultants, advisors and experts have always existed in every society.

This paper examines the definition and role of a consultant in a formal work organisation settings. It explores five basic dimensions that relate to a consultant's role. A note. The consultant is referred as 'he' in the general parlance. However, it is assumed that a consultant can either be a male or a female.

- a) What is the context in which a consultant functions?
- b) Who is a consultant?
- c) What are his roles in organizations?
- d) What factors influence a consultant's roles?
- e) What are the new definitions and dimensions of a consultant's role in today's times?

#### CONTEXT OF A CONSULTANT

A consultant exists in the context of a system and a

client. Today's organization consultants exist in the context of formal organizations. The thrust for industrialization related to the strategy for national growth gave momentum for individuals to start manufacturing units. The manufacturing requires technical and technological knowhows. In the initial phases of industrial growth individuals qualified and trained in technological knowledge and technical skills emerged. Some of the trained and skilled individuals provided these units their expertise in either introducing new technologies, expanding the existing facilities and or problem solving in the technical areas. The consultants also provided training to the personnel in the technology and the technical skills. Such a process reflects the inseparable and inevitable link between a consultant and the organization as new dimensions emerge on the industrial scene.

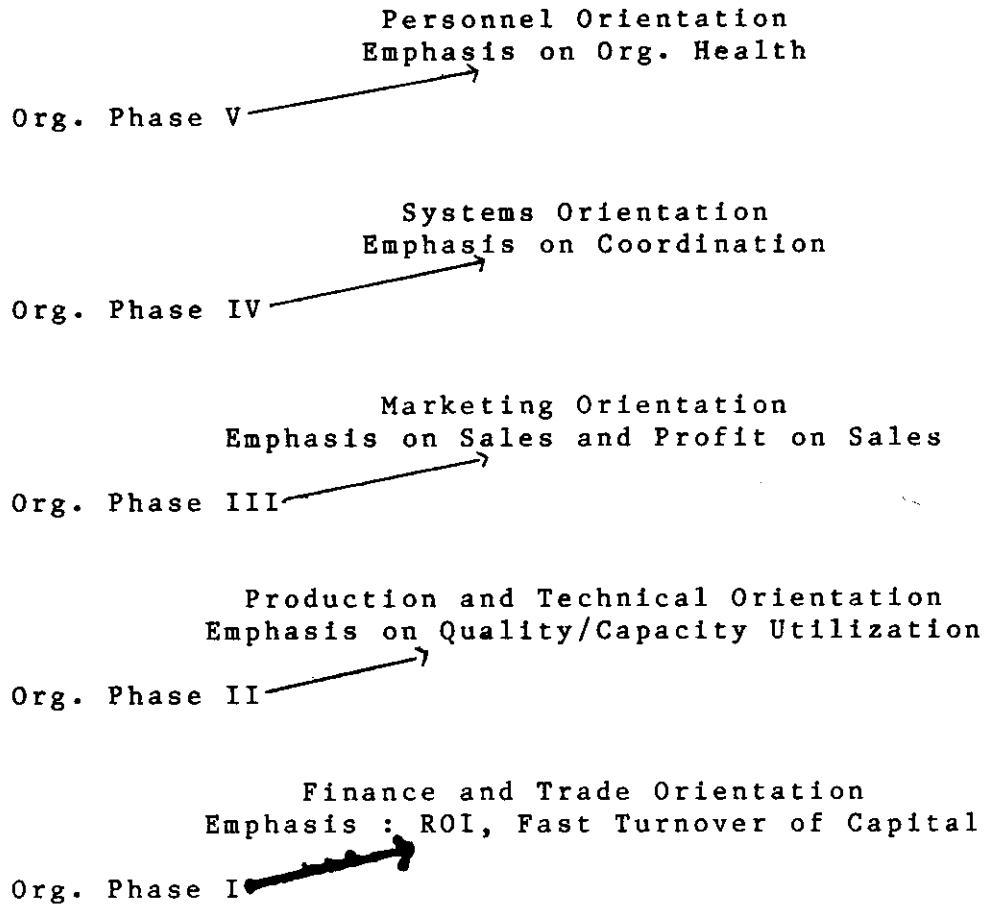
The second phase of organization growth emerged when once again the environment changed from sellers market to buyers market resulting in the concept of marketing. Organizations acquired a different dimension. Organizations confronted competition and market conditions which were new and required a different kind of orientation. At this stage the focus shifted from purely technological and technical [consultant-machine interface] to more market base and product related interface. There emerged a consultant - market environment interface. Even today the market research and marketing consultants are much in demand.

Parallel to the new conditions in the context of the

organizations the organizations also rapidly grew from small to medium in the decade of the sixties, from medium to large in the decade of the seventies and large to mammoth to global in the decade of the late seventies and eighties. To keep pace the structures were redesigned, tasks were reallocated and interlinked and organization processes acquired a quality which had no parallels before. Historically in India initially, the organizations evolved and grew in phases. Garg [1980] has identified these phases as an evolutionary model (Fig.1).

Figure 1

Evolutionary Model of Organization Growth



Adopted from Garg Pulin K. Organization Structure, Design, Development, Working Paper Series, Indian Institute of Management, Ahmedabad, India, 1979.



The growth of Indian organizations was from finance and trade to production [Phase I to Phase II] from production to marketing [Phase II to Phase III] marketing to systems [Phase III to Phase IV] and from systems orientation to personnel [Phase IV to Phase V]. After a point of time mammoth and global organizations were set up keeping in mind the economy of scale and competition.

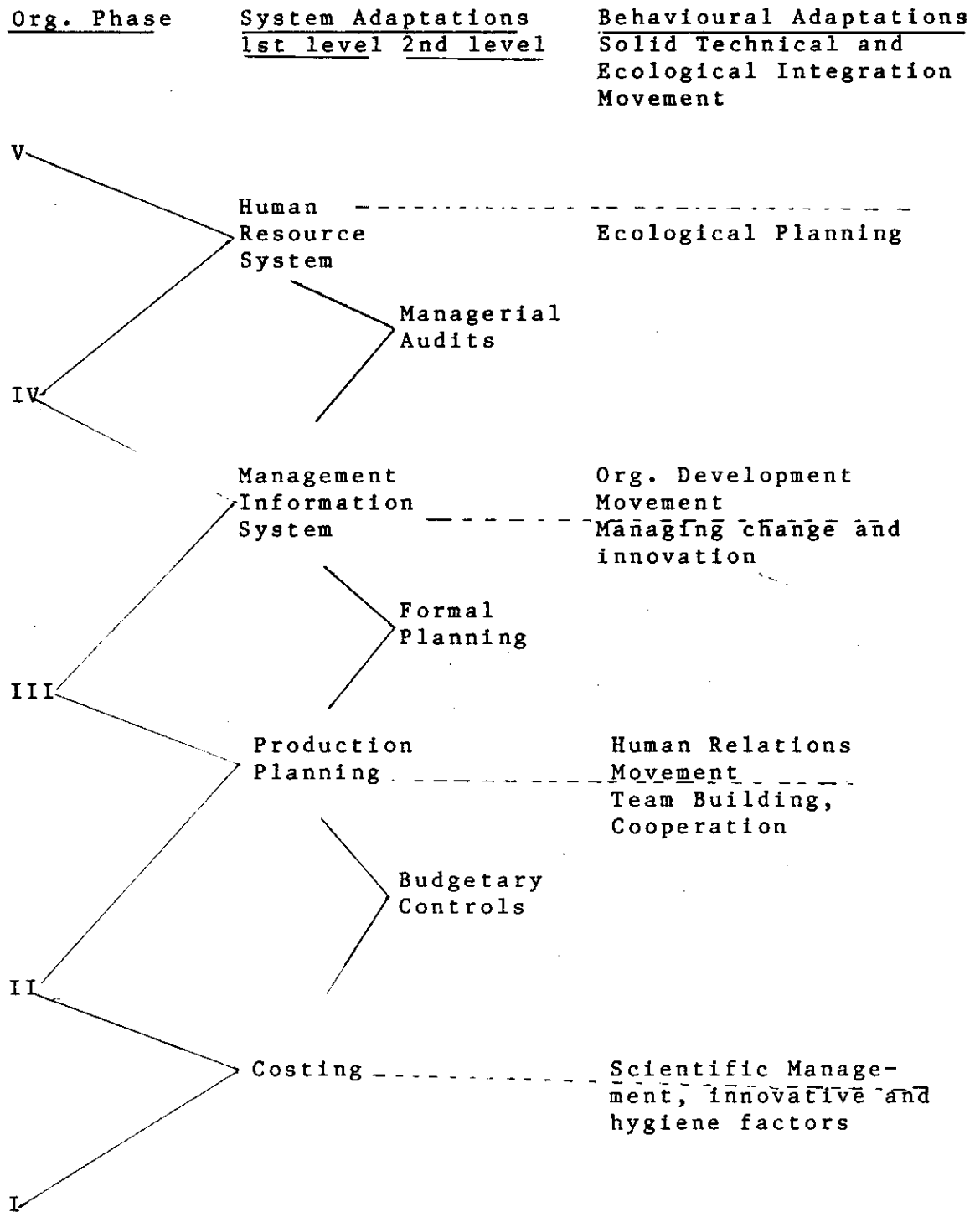
In the initial phase of growth the organizations grew in phases. Subsequently, large and mammoth organizations were set up. This phenomenon of growth required strategies, policies and concept of tasks and roles which were different than those which operated in small organizations of Phase I, Phase II and Phase III of growth. This required unique and specific understanding of structures, functions, roles and processes at one level and the multi-dimensional interfaces with the external environment at another level. And for this advisors and consultants were necessary to identify as to the choice and alternatives and their intended and unintended consequences. Consultants emerged as their requirements grew and they made their impacts felt. They acquired many names. Consultants, trainers, facilitators, catalysts, action researchers, counsellors and change agents [Sinha 1979]. These roles can apply to both internal as well as external individuals. However, there is a difference both for the organization when the individual is an internal or an external consultant.

As organizations evolve they are confronted with the

consequences of growth. They require a response with both business and people variables in the organizations. New structures and systems have to be introduced and new role taking via-a-vis tasks and functions have to emerge. Garg [1980] identified the systemic and behavioural inputs which were introduced by consultants as they grappled with the new forms and dimensions of growth of Indian organizations and their resultant requirements.

Fig.2

Systemic And Behavioural Adaptations In Organizations



Source: Adopted from Garg Pulin K. Organization Structure, Design and Development. Working Paper Series, Indian Institute of Management, Ahmedabad, India, 1979.

In the early phases of growth individuals who set up organizations sought help from personal friends, experienced people, elders in the business and wise men with insights about individuals and systems. Organizations consulted people who had expertise to link with government bureaucracy and who understood the advantages and limitations of new policies. As the complexity of technology, government policies, mammothness of organizations and turbulence and competitiveness in the market increased it became clear that traditional wisdom was not sufficient to design new choices and multiple alternatives. Professionalism and very specialized understanding of the problem, its context and the complexities were required. Similarly, organizations had acquired a form and a structure which reflected formality which was quite distinct from the primary social system [Parikh 1989]. Indian organizations by and large worked with the forms and processes, social structures, roles and relationships. It was also time that organizations responded with forms and processes of formal work structures, roles and relationships. And this required new insights, inputs and training. This also meant professionally trained and skilled consultants.

The time had arrived when the focus shifted from consultants with technical, engineering and technological to attitudinal and behavioural expertise. It demanded a shift in attitudes, orientations, definitions, meanings and roles of individuals and organizations and individual-organization

and individual-structure system interfaces [Parikh 1988].

#### WHO IS A CONSULTANT?

In the western context where the seeds of industrial revolution were sown much earlier there is some literature available identifying the consultant's role in the context of formal work organizations. Today's organizations encounter variety of problems. Organisations face financial crises, labour turnover, poor market response and so on. Problems faced by individuals like alcoholism, drugs also adds burden to the functioning of the organization. These organizational and individual problems are to be solved for smooth running of organizations and systems. Managers try their level best but when things go out of hand they seek help. Help can be sometimes available from internal systems or external environment. Person or persons who render such help are called consultants. If they are from the organisation we call him/her/them as internal consultant(s). They are called external consultants when the organization seeks their help from outside the organizations.

Lippitt G. [1978] describes consultation in the following way:

Consultation, like supervision, or love, is a general label for many variations of relationship. The general definition of consultation.....assumes that

1. The consultation relationship is a voluntary relationship between

2. a professional helper (consultant) and help needing system (client)
3. in which the consultant is attempting to give help to the client in solving of some current or potential problem.
4. and the relationship is perceived as temporary by both parties.
5. Also, the consultant is an "outsider" i.e. is not a part of any hierarchical power system in which the client is located.

Some additional clarification of this condensed definition is needed. The client is conceived to be any functioning social unit, such as a family, industrial organisation, individual, staff, membership association, governmental department, delinquent gang or hospital staff. The consultant is usually a professional helper, such as a marriage counselor, management consultant, community organizer, minister, social worker, human relations trainer, psychiatrist, applied anthropologist, group therapist or social psychologist. The role of psychological "outsider" may sometimes be taken by a consultant located within the client system, such as member of the personnel department (R. Lippitt, 1959).

Another view on consulting is by the Institute of

Management Consultants in U.K. which defines consulting as "The service provided by independent and qualified person or persons in identifying and investigating problems concerned with policy, organisation, procedure and methods; recommending appropriate action and helping to implement these recommendations".

Dr. Steele says "consulting is a function, not an occupational role per se. It is any form of providing help on the content process, or structure of a task or series of tasks where the consultant is not actually responsible for doing the task itself, but is helping those who are, therefore, consultation is aimed at some improvements in the future functioning of the client system rather than simply at getting the immediate tasks completed satisfactorily".

Greiner and Meizger [1983] define management consulting as "an advisory service contracted for and provided to organizations by specially trained and qualified persons who assist, in an objective and independent manner, the client organization to identify management problems, analyze such problems, recommend solutions to these problems, and help when requested, in the implementation of solutions.

All these four definitions centre around

- (a) Client : a must for a consultant
- (b) Problem : potential or current
- (c) Solution : identifying alternatives and recommending the best
- (d) Relationship : client and consultant relationship is temporary

(e) Implementation : solving the problem calls for right diagnosis, right solution and proper implementation.

In the Panchtantra tales there is a story titled "The Lake on The Moon" which presents all the five elements of the problem; need for solution, client, relationship and the implementation. The story goes something like this. [The story is abbreviated here].

There lived a big herd of elephants in a forest. Once a long drought occurred in and around the forest. All the ponds and tanks went dry. A large number of animals and birds died while others roamed hither and thither in quest or water. The herd of elephants suffered a lot too. The king of the herd sent many younger members of the herd in small groups in different directions to search for water. One of the groups found water in a dense forest.

The herd travelled to the dense forest which had a beautiful lake. It was surrounded by thick groves and thickets wherein a large number of hares lived. The elephants had to pass through this thicket, in order to reach the lake. As a result several hares used to be trampled. A wave of terror overtook the hares. The leader of the hares called a meeting to solve this problem. After much discussions and debates a young hare volunteered to do something for the safety of all the hares. The leader gave the permission to the wise and tactful hare.

The hare went to meet the herd of elephants. He represented himself as the messenger of the moon. The hare



gave the message of the moon to the king of the herd of elephants that the moon was angry with the herd of elephants as the elephants have made the waters of the lake dirty. And that their visit has trampled many innocent hares. The king of the elephants acknowledged the problem and sought to minimise the problem. The hare took the elephant to the lake and showed him the reflection of the moon in the water. The elephant in an attempt to worship the moon put his trunk in the water of the lake. It disturbed the water and it looked as if the moon had been moving to and fro. The hare interpreted this movement as the anger of the moon for making the water dirty. The elephant promised not to come back to the water" [Adapted from Panchtantra Dreamland Publications, Title No. 44, Delhi].

We can identify a whole set of cases, stories, anecdotes to depict that in any individual or systemic problems there are internal or external individuals who can respond with skill and expertise to solve the problems.

Based on these analysis and various definitions done one can conclude that a consultant is a person or group or persons as an organisation involved in diagnosis of a problem, identifying alternatives, recommending the best alternative and rendering help in implementing the solution (if asked) for the client. Thus a consultant is identified by what he or she does - to whom and for what purpose.

#### ROLES OF A CONSULTANT

A consultant in interfacing with individuals and

organizations often plays more than one role. The interplay of people and systems create circumstances in the organizations which compel him to redefine his roles quite frequently.

Ronald Lippitt and Gordon Lippitt have classified versatile roles of a consultant based on supplying of information and utilization of it by the client when making organizational decision. Roles are classified on a continuum from direction to non-direction where directive is providing information which clients may choose to use when making organizational decision.

Let us examine the different roles of a consultant.

#### ADVOCATE

While playing the role of an advocate a consultant tries to influence the client to accept a solution or to accept a method for arriving at a solution.

For example, a consultant who is involved in fixing the price for client's product can influence his client for the price lower than that of competitors or can advocate him of various methods of fixing prices like, percentage on cost, competitive parity, so on and let the client to make his own choice. Former method is advocacy is known as positional or content advocacy and the latter role is known as methodological advocacy. Thus a consultant can be either content advocate or methodological advocate.

#### TECHNICAL SPECIALIST

There are specialist consultants, like specialised in systems, group behaviour, advertising strategies, pricing, transportation, etc. They are called specialists because of their knowledge, skill and professional experience in that particular field. When they play a role of consultant, the client generally is responsible for defining the problem, and the objectives of consultation. Then consultant prescribes solutions and assumes a directive role. Client may request the consultant to offer his services at the stage of implementation too.

Here again the consultant can be internal or external, content or process depending on the type of problem.

An example to illustrate a technical specialist, is a person involved in computerising accounting procedure in an organisation. He generally is a specialist in computer systems. Here the client has defined what he wants and thereafter consultant directs the client to accept a particular method of computerised accounting procedure. Here the consultant is called technical specialist.

#### TRAINER/EDUCATOR

Client system because of unending complexities demands periodic or continuous training. For example, communication skills. Traditionally oral and written skills with special emphasis on letter writing and internal communication has satisfied the felt need but due to changes in environment technological input is so much that organisational members have to be taught to adjust and utilize these devices

optimally. In such situations a consultant becomes an educator/trainer. He designs learning experiences and has to have the skill of learning methodologist and manager.

#### COLLABORATOR IN PROBLEM SOLVING

Here consultant assumes a helping role in which he/she helps the client to understand the problem in its full perspective and decide upon actions to solve them. Consultant helps in maintaining objectivity while stimulating conceptual understanding of the problem.

When market share of a client goes down consultant helps the client to understand the causes. Like; is it because of competitors domination, or because of faulty supply and service, absence of product variety and so on. As they discuss client is made to understand the context in which the problem occurs and consultant draws alternatives for solving it. They finally select a solution and recommend for implementation. Consultant is involved in this process as a peer member.

#### IDENTIFIER OF ALTERNATIVES

In this, consultant may not participate in decision making process but helps the client in identifying alternatives. Decisions always involve costs. Decisions are made with the objective of achieving organizational goals, attaining organizational goals is fully depended upon these decisions. Poorer decisions lead to nonattainment or unsatisfactory reach of the goal. A consultant steps in to

help a client in identifying alternatives to a problem. When a client says he is in need of money for his new project, consultant presents before him various sources of financing, their strength and limitations. A client now starts a better chance of making right decisions. Apart from just identifying alternatives consultant also prepares criteria for assessing various alternatives and develops cause effect relationship for each alternative with appropriate set of strategies. Thus consultant plays the role of identifying alternatives.

#### FACT FINDER

Consultant here functions basically as a researcher. Finding facts is an integral part in consulting process. Whether it is an integral part or solving intricate problems of the client, consultant first develops a plan or criteria based on which data have to be collected. After collecting it he arranges in a logical manner and uses it for analysis. Thus at the end of this process, client gets facts which he wants for decision making.

#### PROCESS SPECIALIST

As title indicates here consultant is much concerned about the way things are done rather than the task itself. He/she helps the client to become more effective and responsive. He is more concerned with client's adaptability to work processes. This necessitates sharpening of skill by the consultant on his part. Consultant usually works jointly

with the client and helps the client in integrating interpersonal and group skills with task oriented activities and to observe the best match of relationship. In this role consultant functions as a giver of feedback.

To illustrate, a consultant helping a Lathe operator to learn the process or right method of operating a lathe. Task or output is given lesser importance. Another example can be an athletic coach training a sprinter, here he teaches the sprinter, how to breath while running, proper stepping, start finishing, etc.

#### REFLECTOR

Here a consultant tries to reflect issues to a client in the form of questions. He tries to clarify issues by asking relevent queries. For example when the client says that he is sure of reaching 50% market in 2 years, consultant asks him to say how it is possible etc. A consultant while playing this role can act as an arbitrator, an integrator, or an empathetic respondent who experiences along with the client those blocks which provided the structure and provoks the situation initially. He acts as a philosopher.

Roles of a consultant can also be looked from another viewpoint. Following are some of them.

#### 1. Fixer

In this role a consultant is a person who has been brought in by management and given a problem to solve and

he, using his approaches and techniques is able to 'fix' the problem for management.

## 2. Management Instrument

Many times in an organization the manager feels he does not have the power to take a decision or fears there are going to be negative connotations of the decision, so the consultant comes in to ratify the decision which has already been taken.

## 3. Discoverer Role

Here the consultant comes in to clarify an area of ambiguity and he does so by carrying out research and thus provides management with a different perspective.

## 4. Evaluation Consultant

In this role, the consultant holds up a mirror to the management, so that they can see what they are, where they are heading and take some decision towards an action plan.

## 5. Student Role

In this role consultant views the problem in learning perspective. His role is to help clients learn from their past experiences and not to externalize diagnosis and change strategy.

## 6. Barbarian

In this role the consultant is experienced as a

violator of all that hidden under the carpet. Often the chief executive or the employees avoid looking at the realities which are unpleasant. The consultant confronts all these hidden issues in the open and places a mirror before the client and the organization. The consultant in this role comes through defining norms and he will start discussion on salaries and other painful issues like inadequate performance openly.

#### 7. Clock

In this role, the consultant acts as a timer for the client system to watch and produce results.

#### 8. Monitor

Here he observes the client in action and provides an independent view of his performance vis-a-vis mutually acceptable standards.

#### 9. Talisman

The fact of his mere presence is important. His presence provides a sense of security and legitimacy to the members of the organization and therefore they feel comfortable in experimenting with new methods and systems.

#### 10. Ritual Pig

This is a very unique kind of role where the consultant serves a role as an outside threat to be killed off so that system develops enough sense of solidarity.

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Some of these ten roles were presented in class room discussion by Professors Pradip N. Khandwalla, I.M. Pandey, Anil K. Gupta and several others from Industry, in the course titled 'Consulting Styles, Strategies and Processes' offered during 1988-89 for II year IIM Ahmedabad students.



The consultant takes up so many roles which many a times are overlapping. Ultimately he is a person who is to observe and state what is what.

#### FACTORS INFLUENCING CONSULTANT ROLES

A friend of mine wrote to me that he is cancelling all his tuition assignments just because his wife wanted him to do so. This is an example of social roles influencing work role of a consultant. Likewise we can expect a consultant to be influenced by diverse factors like family, education, societal, and/or his own personality. There is not much research available on influence of these factors on the consultants role. However, we can hypothesize that there are certainly influences which determine how consultants work. Similarly, there are lot of discussions about ethics, and how far a consultant is ethical, what influences him to be so, and how he defines ethics vis-a-vis his profession and his role.

In any consultant-client interface skill, knowledge and experience of a consultant certainly influences the outcome of a consultancy. There is one another dimension which has been studied to some extent [Parikh 1988 and Parikh and Garg 1989] in the Indian context is the consultants map of people and the systems of the client as well as the consultants' own emotive and cognitive map of people and systems of his both primary and secondary belonging. This

influences the functioning of a consultant, his strategies and interventions and the directions and alternatives. Therefore let us examine the nature of maps and then examine the knowledge and other factors.

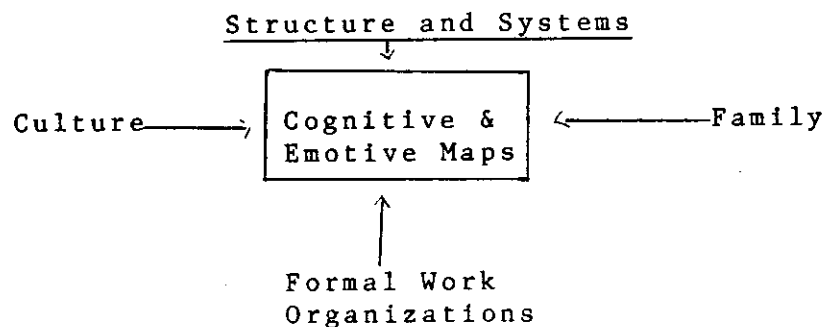
### CONSULTANT AND HIS MAPS

The consultant as any other human being is constantly interacting with people, system and the environment and this has constantly been shaping his roles. His roles are also shaped by the various organizations he interacts within the course of his work.

In determining the roles that the consultant takes up, a major hand is played by the primary systems which consist of his immediately family, the society around him and the prevalent culture. These affect him in his formative years.

Figure 3

Coordinates of Emotive And Cognitive Map



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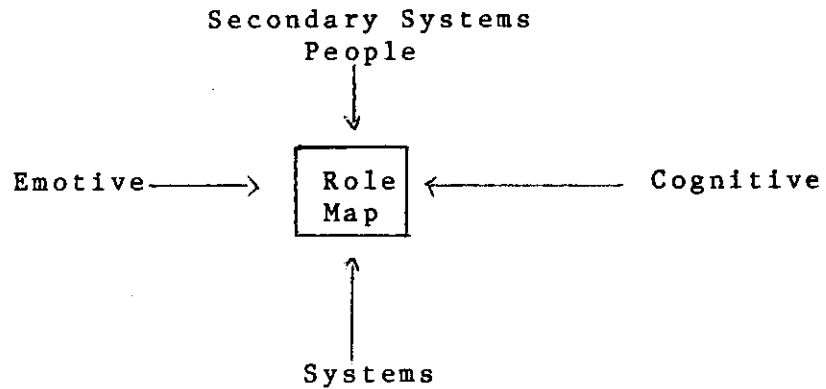
Adapated from Parikh, Indira, J. Structures And Systems. The Issue of Cultural Interface In Indian Organizations. Working Paper 771, Indian Institute of Management, Ahmedabad, 1988.

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Depending on the kinds of experiences an individual has had in his early life, the kinds of emotions he has experienced and the fears, anxieties and achievements, he forms an emotive map of his experiences (Fig. 3). The emotive map is based totally on experiences of people and systems and the resultant emotive maps both from the primary systems and secondary systems.

Figure 4

Emotive Cognitive Map and Management Interface



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Adapated from Parikh, Indira, J. Structures And Systems. The Issue of Cultural Interface In Indian Organizations. Working Paper 771, Indian Institute of Management, Ahmedabad, 1988.  
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The individual carries with him residues of experiences and feelings.

The next set of influences in the individual's life is the secondary system which consists of the education system at school, and university and then later on work. These experiences get anchored in the individual in the form of cognitive maps which are based on the images he has formed by thinking rationally and logically. The cognitive map that he has formed about the systems and environment around him is the anchoring which influences his norms, values and the beliefs that he carries with him for his whole life. Wherever the cognitive map and the emotive map overlap or have commonalities running through them, they both get reinforced and intensified and the resultant experience strengthens his beliefs and values even more than before.

One thing to be kept in mind is that there is a feedback loop from the environment to the primary system through individuals and therefore the environment keeps on influencing the society, the family and the culture. Simultaneously there is a feed-forward relationship too because culture and its evolution influence the environment. However the influencing of the primary system by the environment is much faster than the influencing of the environment by culture.

Since a consultant's role is significantly anchored in his cognitive and emotive maps, it is but obvious that when he enters an organization, these maps will be influencing him in his interface with relationships, systems, the action choices he makes and the responses he brings to the given environment or organization. He will be guided in his actions by his past experiences and beliefs. There is hardly anything purely objective. The consultants' subjectivity exists. There is no such thing as being purely unbiased. The consultant's subjectivity will definitely come in and influence his evaluations, judgement and his responses. Depending upon where a consultant is vis-a-vis his own system, he will act in an organization in that particular manner. As such, the consultant needs to be aware and understand his own biases and then try to reduce its dysfunctionalities by trying to be as objective as possible and thus designing his role.

For example, one consultant was experiencing disharmony in the relationship with the system of belonging. He

accepted an assignment with another organization. During the consultancy assignments the consultant became aware of his own processes that his expression of empathy and understanding was displayed for only one side exclusively i.e. from the supervisor's point of view. This was due to the influence of his own current experiences with his own systemic membership and processes. In the same assignment another colleague had viewed everything from top management perspective and had blind spots for supervisors. When this process was recognized both their blind spots reduced and they were able to function effectively in an institutional and organization frame rather than relating to issues of only functional role taking.

Thus the emotive and cognitive maps of the past and present will guide the consultant in his responses and relationship with the client and then be able to give relevant meanings to what is happening in an organisation and where the consultant himself is vis-a-vis his organisation, his family, etc. or his own role in the system will influence his perception of reality diagnosis, identification, interpretation of data, and recommendation. The consultant must also see that he does not emotionally get involved with the organization. He thus has to define his own role, understand his own feelings and differentiate his identity from that of the organization. In the absence of such a process, real issues will not come to the fore and those issues which will come out will only resonate with his personal issues. He must also guard against the general

tendency because of the cultural background to translate the issues in role taking to people issues, power issues and authority issues which resemble the social structure.

Other than cultural anchorings and clarity of emotive maps, a consultant brings his resource of knowledge, skill and experience in his transactions with the organizations.

### Knowledge

Knowledge gathered by a consultant is out of his experience and education. He has to update his knowledge and his efficiency depends on the amount of knowledge he possesses. A consultant who is involved in 'exports' should have knowledge about the product and different countries, where it can be sold and how to update this as and when required.

### Skill

Skill in consulting comes by practice. For a consultant being an individual himself, maintaining ethics will always be a problem. His skill in negotiating with individuals and groups and also his ability to communicate comes handy for him to achieve better success.

### Experience

It is another factor that influences the functioning of a consultant. Any individual generally learns by mistake. His experience with business organizations and the previous assignments and its successes will influence his present

assignments.

Thus a consultant is influenced by abovementioned factors while he plays his role.

#### NEW DEFINITIONS AND DIMENSIONS

Indian economy is on the upswing. Its real GDP, average annual growth from 1984-88 measures 6.2% and stood 12th in world in the total GDP in the year 1988. Fortune says annual investment is up everywhere but the biggest increases are in Asia. India's fixed investment is 21.4% of the GDP (five year average, 1984-88). Its projected investment in 1990 is more than 180 points (real fixed investment index 1980 = 100); nearly a 40 point rise (1980 = 140 points). This illustrates the role business organizations will be playing in India. As more and more companies come up, expand, need for consultants is going to rise. Consultants role with their clients will focus in facing new challenges, thrusts and competition. Professional managers are increasing and also their significance and impact vis-a-vis non-professionals, thus increasing competition of the organizational functioning. Indian political climate, economy, cultural disturbances, are necessitating newer roles for consultants. They have to be more specialized in their approach to any problem. Generalists and trainers will be forced to specialise to a single aspect. Global companies/marketing can also affect India and this will create a new impact in our organizations. Consultant's role here will be to guide



organizations towards efficient and effective functioning. They have to update themselves, and be responsible to client's needs within the larger industrial as well as socio-cultural context. Methodologies and concepts used by consultants are also changing. Computers will play a major role in consultation. A consultant then has to respond to the changes to suit the demands made by the changing environment and organizations. As such, the consultant wherever at internal or external becomes a change agent. He introduces new responses with structures, tasks, roles, policies and strategies at one level and the larger institutional traditions of the organizations at another level. He introduces new changes at the business level as well as changes in the people due to the transition and flux at the socio-cultural and environment level. The consultant responds to the new values, philosophies of living and attitudes and beliefs. And all of these he puts in a perspective of industrial, organizational, managerial and leadership dimensions. Essentially, the consultant creates a coherent integration between industry, organization, societal and business environment.

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