
Guidelines for management consultancy services

Lignes directrices relatives aux services de conseil en management



This document is a preview generated by EBS



COPYRIGHT PROTECTED DOCUMENT

© ISO 2017, Published in Switzerland

All rights reserved. Unless otherwise specified, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
Ch. de Blandonnet 8 • CP 401
CH-1214 Vernier, Geneva, Switzerland
Tel. +41 22 749 01 11
Fax +41 22 749 09 47
copyright@iso.org
www.iso.org

Contents

	Page
Foreword	v
Introduction	vi
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Principles	4
4.1 General.....	4
4.1.1 Scope.....	4
4.1.2 Typical consulting process.....	4
4.1.3 Responsibilities.....	5
4.2 Other standards.....	5
4.3 Ongoing evaluation and improvement.....	5
4.4 Policies.....	6
4.4.1 Regulatory framework.....	6
4.4.2 Stakeholder engagement and commitment.....	6
4.4.3 Code of ethical and professional conduct.....	6
4.4.4 Project governance.....	7
4.4.5 Capability.....	7
4.4.6 Communication.....	8
4.4.7 Data protection and confidentiality.....	8
4.4.8 Protection of intellectual property.....	8
4.4.9 Social responsibility.....	8
4.4.10 Health and safety.....	8
4.4.11 Risk and quality management.....	9
4.4.12 Guarantees.....	9
5 Contracting	9
5.1 General.....	9
5.2 Purpose.....	9
5.3 Input.....	9
5.4 Outcome.....	10
5.5 Contents.....	10
5.5.1 General.....	10
5.5.2 Context.....	10
5.5.3 Services and deliverables.....	10
5.5.4 Approach and work plan.....	11
5.5.5 Roles and responsibilities.....	11
5.5.6 Acceptance criteria.....	11
5.5.7 Terms and conditions.....	12
6 Execution	12
6.1 General.....	12
6.2 Purpose.....	12
6.3 Input.....	12
6.4 Outcome.....	12
6.5 Contents.....	13
6.5.1 General.....	13
6.5.2 Refining the agreed work plan.....	13
6.5.3 Implementing the work plan.....	13
6.5.4 Assignment management and monitoring.....	13
6.5.5 Approvals and acceptance.....	15
7 Closure	15
7.1 General.....	15
7.2 Purpose.....	15

7.3	Input.....	15
7.4	Outcome.....	16
7.5	Contents.....	16
7.5.1	Legal and contractual matters.....	16
7.5.2	Final evaluation and improvement.....	16
7.5.3	Administrative matters.....	17
7.5.4	Communication.....	17
7.5.5	Outstanding minor issues.....	17
Annex A (informative) Supplementary information on ISO standards		18
Annex B (informative) Examples of typical stakeholders.....		19
Annex C (informative) Basic structure of consulting activities.....		20
Annex D (informative) Examples of guidelines for MCSPs for a code of conduct.....		22
Annex E (informative) Examples of guidelines to manage conflicts of interest.....		23
Annex F (informative) Examples of criteria to evaluate capability		25
Annex G (informative) Examples of guidelines for MCSPs for typical risk management.....		27
Annex H (informative) Examples of typical understanding activities “pre-assignment”		28
Bibliography		29

Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation on the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see the following URL: www.iso.org/iso/foreword.html.

This document was prepared by Project Committee ISO/PC 280, *Management consultancy*.

Introduction

Management consultants use their know-how to support clients in any sector locally, regionally and globally to deal with important issues such as handling complexity, achieving sustainable organizational growth, innovating, achieving change and enhancing productivity. The management consultancy industry makes a substantial contribution to the world economy.

The aim of this document is to improve transparency and understanding between clients and management consultancy service providers (hereinafter referred to as MCSPs), in order to achieve better results from consultancy projects. Appropriate application of this document enables MCSPs to provide better value for clients and reduce risk in management consultancy assignments. By improving quality, professionalism, ethical behaviour and interoperability of management consultancy, this document is intended to enhance the effectiveness of the management consulting industry and accelerate the development of the profession.

This document is based on good practice from the management consultancy industry. It includes recommendations to improve the specification, execution, acceptance of the outcome and closure of management consultancy services, based on research and the experience of a wide range of MCSPs and their clients.

This document takes the form of an easy-to-understand guidance document, written from the perspective of management consultancy. It applies to all MCSPs, whatever their size or specialism, including sole proprietors, partnerships, associations, governmental and non-governmental organizations, internal departments of corporations, etc.

Innovation, differentiation and ethical behaviour are important parts of an MCSP's value proposition. This document focuses only on the deliverables and outcomes of management consulting. MCSPs are free to use their own methods and approaches.

This document:

- a) is written as guidance;
- b) is applicable to all MCSPs;
- c) applies to organizations, not their internal resources;
- d) is based on outcomes;
- e) protects innovation and differentiation;
- f) emphasizes the importance of understanding clients' needs;
- g) is easy to understand.

Guidelines for management consultancy services

1 Scope

This document provides guidelines for the effective delivery of management consultancy services.

NOTE Refer to Annex A for supplementary information on ISO standards.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <http://www.iso.org/obp>
- IEC Electropedia: available at <http://www.electropedia.org/>

3.1 agreement

formal binding *outcome* (3.15) (preferably documented in writing) from the *contracting* (3.7) phase

3.2 assignment

service to be provided by the *MCSP* (3.12) to the *client* (3.4) and the *recipient* (3.21) as described in the *agreement* (3.1)

Note 1 to entry: An assignment is typically performed as a *project* (3.18) by the *MCSP* (3.12). Other formats of assignment could be encountered, such as the provision of ongoing support.

3.3 capability

staff, contractors, knowledge, methodology, third parties, technology and other relevant *resources* (3.23) or *processes* (3.17)

3.4 client

organization (3.13) that agrees to the *management consultancy services* (3.11) supplied by the *MCSP* (3.12)

3.5 closure

set of activities between the *MCSP* (3.12), the *client* (3.4) and the *recipient* (3.21) aimed at ending the *assignment* (3.2)

3.6 communication

maintenance between the *MCSP* (3.12) and the *client* (3.4) of clear and systematic flow of information

3.7 contracting

set of activities aimed at reaching an *agreement* (3.1) to provide *MCS* (3.11)