

THE BENEFITS OF A CONSULTANT AS A PEOPLE-CENTERED SPECIALIST

Tatiana Kovalkova

«KROK» University, Kyiv, Ukraine, TatianaKovalkova@gmail.com

Abstract: *The article is devoted to problems of effective consulting. Consultants are encountered with situations in which only their potential to manage client hopefulness, identify an event that pushes a risk, support clear lines of communication with all concerned parties, or broaden the borders of control can guarantee the awaited results. IT-consulting (consulting in the field of information technology) as one of the most important areas of consulting (consulting services) is discussed. The author analyzes the components of information technologies as modern computer technologies for automating manufacture and business processes. It is emphasized that IT consulting services are very significant as they play an important role in the business, comprising the management, realization, allocation and keeping of the IT infrastructure. Consultant is a people-centered specialist. In this profession the consultant's hopefulness to help other people will measure its efficiency in setting up of long-term, reciprocally useful relationships with clients, which will permit a consultant to grow professionally. Types of consultants regarding to the organization they are consulting with were distinguished. It is described soft skills as empathy (listening skills and understanding what questions to ask) and agility (admission to challenge your own suppositions). Difficult tasks for solving problems that are given to consultants by managers are discussed. The actual work of a consultant which can be carried out in different cases in various areas of people's activity is also considered. The author emphasizes that each consultant must be a specialist in some area - management, organizational development, training or any other field, be familiar with computers, securities, writing, marketing or possess any other of thousands of professions, or whatever. The best consultants are the professionals who are not only able to solve problems. Such people also find the necessary problems for solving. As the employees are the product in a consulting company, a consulting company can only keep relevant if its workers develop and rise. A person who is working on a product or service must be able of understanding the thoughts and feelings of the customers. In consulting the consultant must properly explain what the end user is thinking and what is driving the client. Finally, the author focuses on the point that consultants derive pleasure working with clients on this line of finding because it maintains the concern about the client and ensures*

more worthwhile work for the consultant. The client eventually chooses where to concentrate by estimating the attempt made in claiming the problem.

Keywords: *communication, consultant, customer, empathy, IT consulting, profession.*

1. Introduction

Consulting is an efficient and difficult profession at the same time. Consultants are treated with a lot of problems during their work. Their capacity to operate anticipations of clients, recognize an event that urges a risk, support positive lines of communication, broaden the limits of control can defend them from destruction and guarantee positive results [1].

Such scientists as A. Best and B. Bloomfield [2; 3], T. Clark and G. Salaman [4], A. Danieli [3], P. Nicholls and P. Wetherley [5], A. Sturdy [6; 7], M. Radosavljevic [8], I. Syngaivska [9], R. Whitley [10], P. Wood [11] investigated the role of management consultants in the development of information technology; the consultancy process; management consultants and the politics of IT strategy; the nature of managerial tasks and skills, their distinguishing characteristics and organization; change, culture and the role of consultancies in corporate restructuring; development of the manager's communicative competence in the field of tourism.

P. Drucker noticed that management consultant is an extraordinary and indeed truly unique phenomenon [12].

IT consulting services are important because they play a substantial role in business, especially in realization, deployment and support of the IT infrastructure. A consultant that works in the information technology's industry is not only a consultant, but also a specialist who helps companies to optimize their IT infrastructure and cogently achieve their goals and business aims.

2. Presentation part

IT consulting companies engage digital customers who are active users of the Internet. Consumers not only want to be online, but also to use digital technologies that satisfy their lives.

The industry of IT technologies proclaims a lot of options, including platforms, methodologies, programming languages, technologies and several tools. IT offerings can be repressing and it is almost impossible to manage them without appropriate knowledge and skills.

The major players in the IT consulting industry continued to fit to the changing IT environment of the late 1990s and early 2000s. IT has become a way to create a competitive edge [13].

The Internet has brought a new era where IT has evolved into an efficient way for companies to communicate with customers, suppliers and partners. The new term was called e-business. The Internet is having a significant impact on how firms cooperate with each other and their customers nowadays [14].

A significant aspect of the new e-business environment is devoted to helping clients understand the strategic aspects of the Internet. Strategic work evoked higher profits and enabled consulting firms to build relationships at the highest levels of their clients' organizations.

IT consultant can develop, use and enlarge IT systems and be customer-oriented because communication is very important for such a specialist. So, a knowledgeable consultant must have an ability to solve client's problems; realize demands of customers, appreciate business aims; give technological advices how to achieve business goals; have good communication skills to talk with staff of a company.

Potential clients need to know what consulting tasks can be carried out by a consultant. As a rule, the consultant takes the leading role in business model, but he or she is not responsible for all parts of the business project.

The success of the functioning of any industry is determined by the effectiveness of professional activity of specialists, which, in turn, is determined by the thoroughness of their training.

Consulting affects assisting others at their demand. In modern science there are many definitions of consulting. By definition, consulting is a people-centered profession where the consultant's capacity to help clients will measure the efficiency of his work in building long-term, reciprocally useful relationships with people, which permits a consultant to grow professionally.

So, consultants are specialists who use their inspection, skills to help people to resolve their problems [1].

There are many types of professional activities of a consultant. Traditionally, there are a lot of situations in which a person can act as a consultant. Due to the particularities of the business or the sphere of its use, a consultant match or evaluate the problem situation, search for solutions of it, evolve and fulfill the selected decision. Therefore, consultants are called in such manner by many other professionals because of the content of their work.

Types of consultants, regarding to the organization they are consulting with, can be divided into two types: internal and external consultants. Internal consultants are constant members or a part of the organization in which they are working. External consultants work for firms that ensure specialized consulting services to other organizations.

External management consultants supply objectivity, experience and high productivity [15].

Internal consultants exceed in their knowledge, skills and understanding of the organization's tasks. As an employee of the organization, the internal consultant actually transfers his knowledge and experience to the employees of the organization, training and developing them, involving them in the process of change.

Adequate solutions need to be fulfilled and plainly expressed in the developing implementation plan. This is always done before implementation of solutions.

Managers always give difficult tasks to consultants for solving problems. Therefore, each consultant must be a specialist in some area – management, organizational development, training or any other field, be familiar with computers, securities, writing, marketing or possess any other of thousands of professions, or whatever.

Professional mobility is an effective response of an individual to the challenges of modern society [16].

Consultants have to considerer the processes appropriate to each management task and the variables that strengthen these competences [17].

The best consultants are the professionals who are not only able to solve problems, but also find the necessary problems for solving. As the employees are the product in a consulting company, a consulting company can only keep relevant if its workers develop and rise. In a business environment, empathy helps to build relationships between employees in the best possible way, and this not only forms the general culture of communication in the company, but also helps to solve business

problems more effectively. A person who is working on a product or service must be able of understanding the thoughts and feelings of the customers. In consulting the consultant must properly explain what the end user is thinking and what is driving the client.

An important element of human existence is communication. The need for a contact with like-minded people also exists in the animal world, but communication is a great gift of human social existence. Through communication a person learns about the world, his own spirituality, maintains psychological contact with other people through the media and direct contact at work and at home.

Lack of communication, friendly relations causes complications and even tensions, conflicts between people and even disease. In communication it is very important to understand that each person is the greatest value of society. Therefore, consultants should respect everyone with whom they communicate.

An important task of the consultant is to maintain interpersonal communication between all members of the team. Communication is vital for business employees, as they must have the necessary skills for effective communication, cooperation, and conflict resolution techniques. Thanks to the knowledge and skills of consultants, arises an optimization of “team behavior”, which leads to economic benefits for the company, high job satisfaction, as well as significant improvements in business infrastructure.

The actual work of a consultant can be carried out in different cases in various areas of people’s activity. The activities of a consultant are related to work with people. Therefore, he or she needs such qualities for successful professional activity as high efficiency, self-sufficiency, self-confidence and the need for his work, to be a pleasant person to communicate with. The professional qualities of a consultant include professionalism and competence in solving business problems. So, soft skills of a consultant are: empathy (listening skills and understanding what questions to ask) and agility (admission to challenge your own suppositions).

Empathy is the ability to understand the emotional state of another person. In other words, a person with developed empathy pays attention to the state of his companion, to feelings and emotions that he experiences at the moment of communication and takes this into account in building relationships with him. The ability to empathy is a professionally necessary quality for all specialists whose work is related to people (psychologists, managers, officials, sales people, personnel managers, etc.).

The professionally important qualities of a consultant include: the ability to remember a large amount of information, high concentration, high level of intelligence, high level of emotional development of a specialist (ability to manage emotions, adequately express them working with clients, flexibility of emotions, prevalence of positive emotions in professional activities), communication skills, responsibility, self-control, self-confidence, tolerance, manners.

3. Conclusion

Thus, consultants derive pleasure working with clients on this line of finding because it maintains the concern about the client and ensures more worthwhile work for the consultant. The client eventually chooses where to concentrate by estimating the attempt made in claiming the problem.

One of the conditions of a good psychological state of the consultant is the harmony of his personal life as the troubles in family life and poor social conditions impair professional qualities. Psychological readiness for consulting work is, first of all, the presence of high moral qualities like collectivism, critical and efficient thinking, self-control and endurance, constant readiness for active actions. The competence of such a specialist is the ability to maintain high reliability even under difficult conditions.

Thus, the benefits of the profession of a “consultant” as a people-centered specialist are:

- possessing professional information based on personal experience in companies and theoretical material;
- optimization of the informative management infrastructure under the pressure of internal relationships, as it is an integral element of the organization;
- taking into consideration the informal system of influence and power;
- making social and communicative activities, which are complex categories and contain a certain system of qualities of the individual;
- knowledge of emotional attitude to customers, the ability to empathize, to put yourself in the place of another, to see the world through the eyes of a customer, the ability to own his emotional state;

- taking into consideration the peculiarities of teamwork, ensuring a normal time period for the implementation of the project, this process depends on different factors (business complexity, the state of the enterprise, etc.);
- knowledge of norms and rules of communication and the ability to comprehend the process of communication (observe and understand), predict communication situations and the ability to intuitively determine the state of a customer;
- promotion of interests of the organization, taking into consideration value orientations of the consultant in the field of communication, which are the basis of emotional attitude to customers (sympathy or antipathy); ability to objectively assess the behavior and actions of the team, the ability to assess communication situations;
- deriving pleasure, working with clients, developing independence and initiative in creative attitude to communication at work.

Literature:

1. Mendez, B. Y. (2003). Essential project management for consultants (and their managers). *Paper presented at PMI Global Congress 2003 – EMEA*, The Hague, South Holland, The Netherlands. Newtown Square, PA: Project Management Institute.
2. Bloomfield, B. P., Best, A. (1992). Management consultants: systems development, power and the translation of problems. *Sociological Review*, 40, 3, 533-60.
3. Bloomfield, B. P., Danieli, A. (1995). The role of management consultants in the development of information technology: the indissoluble nature of socio-political and technical skills. *Journal of Management Studies*, 33, 1, 27-46.
4. Clark, T., Salaman, G. (1995). The use of metaphor in the client-consultant relationship. In Oswick, C. and Grant, D. (Eds), *Organizational Development: Metaphorical Explanations*. London: Pitman, 154-174.
5. Sturdy, A., Nicholls, P., Wetherley, P. (1989). Management consultants and the politics of IT strategy. *EGOS Conference, Berlin*.

6. Sturdy, A. (1996). Consultants, identity and management: the consultancy process in UK Financial services. *14th International Labour Process Conference*, Aston University, Birmingham, 27-29 March.
7. Sturdy, A. (1997). The consultancy process – an insecure business. *Journal of Management Studies*, 34, 3, 389-413.
8. Radosavljevic M., Syngaivska I., Schopf K. Creative imitation – risk or opportunity / *International Journal of Economics and Law*, Vol. 4, No. 10 (2014). P. 103-108.
9. Сингаевская И. В. Особенности развития коммуникативной компетентности менеджера в сфере туризма. *Law, Economy and Management in Modern Ambiance: 4th International Conference. 17-19 April 2017, LEMiMA, Belgrade, Serbia.* – Belgrade, Serbia: University Union-Nikola Tesla, Faculty of Strategic and Operational Management, 2017. С. 503-512.
10. Whitley, R. (1989). On the nature of managerial tasks and skills: their distinguishing characteristics and organization. *Journal of Management Studies*, 26, 3, 209-24.
11. Wood, P. (1996). Change, culture and the role of consultancies in corporate restructuring: regional implications in the UK. *Paper presented at Open University Conference on Management Consultants*, London, 28 September.
12. Drucker, P. F. (1979). Why management consultants? In *The evolving science of management*, edited by Z. Melvin and R. G. Greenwood. New-York: AMACOM.
13. Nolan R., Bennis L. (2003). Information Technology Consulting. *Harvard Business School Working Paper*, N. 03-069.
14. Johnson, M. E., Whang S. (2009). E-business and supply chain management: An overview and framework. *Production and operation management*, 11 (4), 413-422. <https://doi.org/10.1111/j.1937-5956.2002.tb00469.x>
15. Canback, S. (1999). The logic of management consulting: *Part 2. Journal of Management Consulting*, 10, 3; ProQuest Central, Pp. 3.

16. Ковалькова Т. О., Коваленко О. М. Професійна мобільність: соціально-психологічний аналіз. *Держава, регіони, підприємництво: інформаційні, суспільно-правові, соціально-економічні аспекти розвитку: матер. II міжнар. конф.*, 20 листопада 2020 р. К. : Університет економіки та права «КРОК», 2020.
17. Nunes-Costa, R., Lopes C., Leite A. (2020). Parenting and management skills: The mediator role of empathy. *Scandinavian Journal of Psychology* 61 (3). <https://doi.org/10.1111/sjop.12624>

ПРЕИМУЩЕСТВА КОНСУЛЬТАНТА КАК СПЕЦИАЛИСТА, СВЯЗАННОГО С ОБЩЕНИЕМ

Татьяна Ковалькова

ВУЗ «Университет экономики и права «КРОК», Киев, Украина,

TatianaKovalkova@gmail.com

Аннотация: *Статья посвящена проблемам эффективного консультирования. Консультанты сталкиваются с ситуациями, в которых только их потенциал управлять надеждами клиентов, определять событие, которое увеличивает риск, поддерживать четкие линии связи со всеми заинтересованными сторонами или расширять границы контроля, может гарантировать ожидаемые результаты. Обсуждается ИТ-консалтинг (консалтинг в области информационных технологий) как одно из важнейших направлений консалтинга (консалтинговых услуг). Автор анализирует составляющие информационных технологий как современных компьютерных технологий для автоматизации производства и бизнес-процессов. Подчеркивается, что услуги ИТ-консалтинга очень важны, поскольку они играют важную роль в бизнесе, включая управление, реализацию, распределение и содержание ИТ-инфраструктуры. Консультант – это специалист, ориентированный на людей. В этой профессии надежда консультанта на помощь другим будет измерять его эффективность в установлении долгосрочных взаимовыгодных отношений с клиентами, что позволит консультанту расти профессионально. Были выделены типы консультантов относительно организации, с которой они консультируются. Гибкие навыки описываются как эмпатия (умение слушать и понимать, какие вопросы задавать) и ловкость (способность оспаривать собственные предположения). Обсуждаются сложные задачи по решению проблем, которые менеджеры ставят перед консультантами. Также учитывается реальная работа консультанта, которая может выполняться в разных случаях в различных сферах деятельности людей. Автор подчеркивает, что каждый консультант должен быть специалистом в какой-то области - менеджменте, организационном развитии, обучении или любой другой области, быть знакомым с компьютерами, ценными бумагами, писательской деятельностью, маркетингом или обладать любой другой из тысяч профессий или чем-то еще. Лучшие консультанты - это профессионалы, умеющие не только решать проблемы. Такие люди тоже находят нужные проблемы для решения. Поскольку сотрудники являются продуктом консалтинговой компании, кон-*

салтинговая компания может сохранять свою актуальность только в том случае, если ее сотрудники развиваются и растут. Человек, работающий над продуктом или услугой, должен понимать мысли и чувства клиентов. При консультировании консультант должен правильно объяснить, о чем думает конечный пользователь и что движет клиентом. Наконец, автор акцентирует внимание на том, что консультанты получают удовольствие от работы с клиентами в этом направлении, потому что оно поддерживает заботу о клиенте и обеспечивает более стоящую работу для консультанта. В конце концов, клиент выбирает, на чем сосредоточиться, оценивая попытку заявить о проблеме.

Ключевые слова: коммуникация, консультант, покупатель, эмпатия, ИТ-консалтинг, профессия.
