

Contents

Part I The Changing Nature of Consulting

The Truth Seekers <i>Dieter Heuskel</i>	15
Dynamics of the Client-Consultant Relationship <i>Jonathan Day</i>	27
From Exchangeable Methods to Implementable Results – The Utilization of Tools and Solution Competencies in Strategy Consulting <i>Franz-Josef Seidensticker</i>	41
Thought Leadership – In Action <i>Michael Träm</i>	53

Part II Managing Consulting Firms

The Challenge of Growth – How to Manage a Consultancy <i>Burkhard Schwenker</i>	63
The Third Revolution of Business Value Creation <i>Frank Riemensperger</i>	83
Consulting Management in a Multi-Disciplinary Advisory Firm <i>Wolfgang Zillessen</i>	99
The Changing Balance of Power in the Consulting Market and Its Effects on Consulting Firms <i>Ansgar Richter</i>	111

Part III The Development of the Consulting Industry

Life Cycle Phenomena in the Consulting Sector – Driving Forces of Fundamental Value Changes <i>Tom Sommerlatte</i>	133
The Role of Governance and Values in the Consulting Industry <i>Klaus-Peter Gushurst and Joachim Deinlein</i>	141

The Impact of Offshoring on the Consulting Industry <i>Fiona Czerniawska</i>	161
About the Authors.....	173
Index of Names.....	179