



*consultancy & development  
international*

*CMI Approved Centre No.10316356*



## **IMPROVING ORGANISATIONAL PERFORMANCE COURSE**

### **MANAGEMENT AUDITING AND CONSULTANCY SKILLS**

#### **CONSULTANCY AND DEVELOPMENT INTERNATIONAL (CDI)**

CDI provides consultancy and training for the public and private sectors. It is an Approved Centre of the UK's Chartered Management Institute (CMI) to offer courses leading to UK Government authorized qualifications, both in the UK AND abroad.

#### **THE IMPROVING ORGANISATIONAL PERFORMANCE (IOP) COURSE**

This course equips delegates with skills to undertake management audits providing 'Organisational health' checks - to make improvements in structures, business processes. It includes the proper use of HR capital; and the application of consultancy skills.

##### **Management Audit involves:**

- Establishing current levels of effectiveness
- Suggesting improvements
- Laying down standards for future performance
- Increasing the levels of service quality and performance
- Providing guidelines for organisational restructuring
- Advising on the better use of resources due to planned improvements.

It lasts three days combining theory and practice, soft and hard issues. A workshop approach is used and the course is highly interactive using case studies, role playing and syndicate work. Both theory and practice are included.

A thematic approach is used with the course being structured around the Consultancy Cycle model and the syllabus of the Chartered Management Institute. A number of tools and techniques are provided and practiced.

The IOP is an approved Chartered Management Institute (CMI) course and delegates can if they wish; proceed to project work for the CMI Certificate in Professional Consulting. This involves post course modules which are mentored by the Course Director.

## THE COURSE INCLUDES:

- Management Audit
- Consultancy approaches and skills
- Change and its management
- Client and Stakeholder management
- Performance Management systems
- Business and Functional Analyses
- Organisational Development
- Professional development
- Risk Management
- Project management
- Identification of problem areas
- Manpower/HR Audit - controlling HR resources

## THE BENEFITS OF THE COURSE

- Provides an understanding of techniques to improve organisations
- Advises on client/sponsor/stakeholder relationships
- Gives an appreciation of change and risk management
- Improves career potential
- Advises on working with consultants
- Enables delegates to proceed to the CMI Certificate in Professional Consulting
- Includes one year affiliate membership of the CMI
- It also offers individual career and personal development mentoring
- A comprehensive course manual is provided
- A CMI Approved centre attendance certificate is awarded.

## WHO SHOULD ATTEND?

- Those involved in increasing Organisational efficiency, business process improvements change programmes or restructuring
- Those wishing to enter the consultancy profession
- Existing consultants who wish to up skill and/or gain CMI professional qualifications
- Those who employ consultants to give their management an intelligent customer capability

## THE IOP STANDARD COURSE PROGRAMME

*(Can be modified as required)*

### Day 1:

- Welcome and Introductions. The course approach
- An overview of: Management Audit, Organisational Development and Consultancy.
- Setting the global environment PESTLE. Identifying challenges
- The stages of a Management Audit and the consultancy cycle model:
- Change and Risk management
- Briefing for homework. The case study and CMI modules

### Day 2:

- Review Day 1
- The Client /Sponsor/Stakeholder relationship/ management
- Effective Project Management
- Organisational analyses and diagnosis
- Briefing for homework. Individual projects and CMI module

### Day 3:

- Review Day 2
- Business process improvement and analytical tools
- Manpower audit (HR resource maximization)
- Problem solving tools and techniques.
- Performance Management Systems.
- Communication skills including negotiating
- Future personal development and the Way Ahead
- Review Day 3
- Course critique
- Individual mentoring, on request.

## ABOUT THE CHARTERED MANAGEMENT INSTITUTE (CMI)

The CMI, (see [www.managers.org.uk](http://www.managers.org.uk).) is recognised by Royal Charter as the UK's leading body for management. It has over 200,000 learners working towards its various management and consultancy qualifications, through over 300 approved centres in the UK and abroad. The CMI is an awarding body for the Award and Certificate in Professional Consulting and other management qualifications. These are authorised and monitored by the UK Government's Office for Qualifications (OFQUAL).

## THE PROFESSIONAL CONSULTANCY QUALIFICATIONS

As this course is approved by the CMI for the Award and Certificate in Professional Consulting, delegates can proceed to these. They have to undertake post course modules. If they pass one module, they get the Award and if they also pass the second one, they obtain the Certificate. Each module takes about 50 hours work. CDI provides a guidance handbook for each module and selected readings. CDI also gives detailed mentoring, normally by email or Skype.

## THE PROCEDUR FOR THES QUALIFICATIONS IS TO:

- Complete the IOP course.
- Register for the CMI qualifications, with the Course Director
- Undertake the module project work
- Submit draft answers to the Course Director for mentoring and advice
- Have the completed module sent to the CMI for marking.
- The CMI then issues the Award or Certificate.

## ABOUT CONSULTANCY AND DEVELOPMENT INTERNATIONAL (CDI)

CDI had been operating for nearly twenty years. It provides both management consultancy advice and training to the public and private sectors. CDI's areas of expertise includes:

- Reform programmes : Organisational Reviews and restructuring.
- Management Audits.
- Human Resource Management Audits
- Change programmes
- Right sizing - Manpower Audits, Job evaluation and Workforce Planning.
- Project and Risk Management
- Performance Management Systems
- Business process improvements.
- Outsourcing and Market Testing



## THE CDI CLIENT BASE

CDI's major clients are :

### In the UK

- The British Council
- The Department for International Development
- The Home Office
- The Ministry of Justice
- The Sergeant at Arms, the House of Commons
- The Birmingham and Solihull Mental Health Foundation Trust
- The Chartered Management Institute
- The Institute of Consulting
- The Royal Institute of Public Administration
- The Centre for Parliamentary Studies
- Adam Smith International
- PwC
- Public Administration International
- The Centre for Management Excellence UK
- Thomas Miller Ltd

### Abroad

- Denmark as a donor via DANIDA
- UNDP
- Croatia
- Bosnia, Croatia, Serbia and Montenegro (DFID Balkan Access to Justice programme)
- Nigeria
- Tanzania
- Uganda
- Dubai
- Brunei
- Indonesia
- Malaysia
- Thailand
- Vietnam
- Barbados
- The Commonwealth of Dominica
- St Kitts Nevis
- St Vincent
- CARICAD
- Guyana



## THE DIRECTOR - TONY LAVENDER RD MBA FRSA FCMC

The Course Director is Tony Lavender, who is also the Director of CDI. He has a wide range of management, consultancy and training experience. He had a full career as a senior UK Government Administrator in the Ministry of Defence and the Cabinet Office, This included being Head of Central Services, Director of Market Testing ; a faculty member of the Royal College of Defence Studies and Deputy Director of the Civil Service College.

In addition he has been an active member of the Royal Naval Reserve with the war rank of Commander, responsible for protecting merchant shipping worldwide.

He has run CDI since 1995 which is an Approved CMI centre Consultancy advice and training has been provided to over 18 countries.

## COURSE VENUE AND DATES

These courses are conducted in venues, in the UK and abroad to meet clients' needs.

Likewise courses are run as requested by clients

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### For further details contact:

Tony Lavender  
RD MBA FRSA FCMC FIC CMC  
Director  
Consultancy and Development International  
Tel: +44 20 7359 3426  
Mob: +44 07968122872  
Email: [tonylavender@hotmail.com](mailto:tonylavender@hotmail.com)  
[www.cdiuk.org](http://www.cdiuk.org)

