

ASK[®]

CONSULTING



**a trusted advisor, enabling
organisations to achieve
sustained improvement in
business performance**

UNASHAMEDLY
BUSINESS
PASSIONATELY
PEOPLE

MAKING THE CHANGE

Over 20 years, ASK® has worked across industry sectors, helping organisations large and small to review their current position and implement strategies and interventions that change behaviours and improve performance.

We use proven processes to form and agree specific recommendations, acting as impartial observers to help you identify both problems and solutions.

You are surrounded by simple, obvious solutions that can dramatically increase your income, power, influence and success. The problem is, you just don't see them

JAY ABRAHAM

WHAT IS CONSULTING?

Used across every industry sector, consulting incorporates a range of roles: management consultants, recruitment consultants and business advisors, to name just a few. In pursuit of performance improvement or culture change, organisations ranging from complex multi-nationals to SMEs have drawn on consultancy support to gain objective feedback and assistance on strategy, management and operations.

As consultants, we apply both specialist expertise and an external perspective. The support you receive may include practical recommendations, developmental or coaching interventions, provision of additional resources and implementation of solutions.

No two situations are exactly the same and no universal model can be routinely applied. We can, however, provide a robust framework, working with you and helping you identify what is actually needed (even if this may not be what you initially believe you want...)

Consulting involves building a long term relationship in which the consultant is viewed as a trusted advisor. But client involvement in the project is essential and the organisation must play an intrinsic part in the process, from initiating the change to ongoing analysis of the agreed performance measures

Our 'trusted advisor' status is essential for success, allowing you the opportunity to be open regarding your need for help and to share your real problems as well as their symptoms.

OUR APPROACH TO CONSULTING

We offer a consulting process in which our expert advisors work with your organisation to review your situation, identify problems, agree appropriate solutions and implement a plan that will improve your business performance.

We work face-to-face with your senior managers and operational teams, either in groups or one-to-one, to build a true picture of your organisation.

We explore your organisation's culture, behaviours, systems, communication and processes. All of these factors impact not only on current performance but ultimately on where you want to take your organisation - and on the sustainability of the changes you are seeking to make.





WORKING TOGETHER

Our consultants don't work to personal agendas or tell you what to do. Instead, we encourage your team members to share their experiences and views and to lose any 'we've always done it this way' mentality. We see consulting as more than simply a good discussion that may produce an amended vision. For us, it means embedding ourselves in your culture, identifying and asking the probing as well as the more obvious questions. Above all, it means not being afraid to offer an honest appraisal that is informed by facts and empirical data.

WHY IS OUR APPROACH DIFFERENT?

We never seek to apply a universal framework in exactly the same way with each client, and we take the same approach to consultancy. We use data, observation and open, honest discussions to make recommendations that we agree with you before we design bespoke interventions.

THE CONSULTING JOURNEY

We follow a flexible, phased approach to consulting, during which multiple activities take place at the same time, ensuring time is well spent. While the framework provides structure, we take care to ensure it is applied with flexibility and with imagination.

The framework's role – like that of the consultants – evolves during the project. In the initial stages, its purpose is to provide a shared frame of reference within which we can discuss project goals, methods, evaluation and learning. But the framework will also evolve in parallel with the project, communicating these on-going modifications and ensuring they are clearly understood.

THE CONSULTING JOURNEY



ENTRY

- Preliminary diagnosis
- Desired outcomes
- Project parameters
- Assignment proposals



DIAGNOSIS

- Problem analysis
- Fact finding and discussion
- Current performance
- Feedback to client



ACTION PLANNING

- Develop solutions
- Evaluate alternatives
- Build on existing best practice
- Evaluate and present proposal



IMPLEMENTATION

- Assist with implementation
- Prepare for the unexpected
- Build in contingencies
- Solution delivery



EVALUATION

- On-going support
- Feedback – client and consultant
- Setting and agreeing commitments
- Plans for ongoing follow up

ENTRY

This phase lays the foundation for everything that follows, directly influencing the quality of work in subsequent phases. We discuss with you what you need to achieve or change, looking beyond currently visible symptoms to identify the factors that are feeding them, and agreeing the project scope and reporting process. Put simply, what will success look like for your organisation?

DIAGNOSIS

Effective analysis requires more than a review of data and metrics; it involves 1:1 or group discussion with employees at many levels. Where there are multiple dimensions, which will have the greatest impact? Attitudes are also vital: is the need for change appreciated and understood by everyone?

ACTION PLANNING

While possible solutions may start to appear at this stage, premature decisions may pre-determine relevance and quality: each solution is only as good as its potential impact and longevity. We emphasise a rigorous and systematic approach, eliminating proposals that could lead to unnecessary changes or greater resistance. Human factors must also be anticipated: it is vital to overcome opposition and to gain support and impetus for change.

IMPLEMENTATION

During this phase, the relevance and feasibility of proposals are put to the test. Vision turns into reality, behaviours start to change, performance improves and resistance may fluctuate as employees begin to see the benefits. On-going monitoring and managing are vital, potentially activating the contingencies identified during the Action Planning phase to ensure agreed targets are met and internal teams have the requisite skills to continue the change journey.

EVALUATION

Evaluation takes place throughout the project life cycle in the form of agreed reviews, drawing on data and reports that we prepare to pre-agreed formats. We openly assess performance (including our own contributions), the approach taken, changes made and results achieved, and define ongoing support to continually improve the change journey.



We have over 20 years of experience in helping organisations manage complex programmes of change, while ensuring our clients take full ownership of the objectives and outcomes.

If you need consultancy that drives improved performance without overlooking the human aspects, our contact details are below.



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