Summary


Management consultancy is a profession in the making. Scientific research on effects of consultancy is still in its infancy. That challenges consultants to explore systematically their professional behavior and action. Consultants must debate about what is good and professional in consulting.

This dissertation describes a model about professional acting in management consultancy. The model contains the aspects that are important in the contemporary management consultancy literature. Three of the aspects of the model are studied in depth in three empirical studies.

The first study deals with the toolkit of the consultant: which change approach is the best approach in a specific situation?
The second study is about competencies of the consultant: the basic competencies that every consultant needs and the specific competencies that are needed to do certain approaches and interventions.
The interaction between client and consultant is the subject of the third study. In a consulting process the client appreciates certain behaviors of the consultant. And dislikes other behavior. The degree of self-reflection of the consultant also influences the appreciation of the client.

The results of the dissertation are important for internal and external consultants, for trainers and educators of consultants, because they give direction to the learning process for professional consultancy. The results are also very interesting for clients and principals.