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Full Length Research Paper

The Basic Perspectives of Consultant-Client Relationships in Management Consulting

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A historical overview, although the existing literature default the management consulting as a extraordinary and a unique phenomenon in the corporate context, in truth these statements do not come accompanied by a number of academic studies that emphasize the importance of effective work of management consultants. To combat the lack of studies in this emerging area, this article aims to understand whether it may be in fact the importance of knowledge produced in this sector is associated with the type of relationships that are built between the parties and, noting that the successful relationships are the basis of the knowledge produced in the sector who will then be responsible for the balance of powers and who should take control of projects. The results of the empirical analysis in the form of semi-structured interviews and questionnaires applied to management consultants and managers of SME in Portugal show that you cannot translate the control relationship between consultants and clients across the board, not least because the projects are not all equal, and there are various characteristics that distinguish them and that validate assumptions of control that can differ considerably between each one.

Keywords: Management Consulting, Relationships, Strategy-as-practice

INTRODUCTION

In the same line of other fields of management, the evolution of strategic disciplines in organizations have been in large scale distributed by consulting management sector, and this is the main reason why Canback (1998) describes this sector as the path of success that should

be embraced by companies in the contextualization of its orientation strategic and their professionals as the real disseminators of the complex phenomenon of business evolution until now known.

This same thought was evidenced by several authors

over the past few years defending the sector as a influential and powerful tool in the organizational change, bringing new life to organizations and to their procedural chains.

In a historical overview, were already clear the benefits of the consulting management sector, in terms of the influence and contribution that generated the growth of the industries in the 1950s (Stryker, 1954), and for the same reason dubbed by Drucker (1979) twenty-five years later as an extraordinary industry and a unique phenomenon in the business context, and not just for the unique, singular, objective and independent help that translates into the specific problems resolution (Greiner and Metzger, 1983; Canback, 1999), but also by the experience that transports and that appears many times associated with the high productivity (Fincham, 2010)

At the international level, even though the progress and the heterogeneity of scientific studies carried out in recent decades in the area of strategic consulting by prestigious authors such as Sturdy (2009), Kaiser and Kampe (2005), McGivern (1983), McLarty and Robinson (1998), Fincham et al. (2009), Karantinou e Hogg (2009), Werr e Styhre (2002), Jackall (1998), Clark (2008), Jarzabkowski (2009), Whittington (2007) and Lundgreen and Blom (2009) be synonymous of added value, a fact that retains is that here, too, the strategy workers have not received much attention in the research strategic field. Wittington (2007), gives us an example of this, enhancing that until 2007 it was not published any consulting articles in "Strategy Management Journal" one of the leading newspapers of the strategy.

In a more practice way, although the recent move of "Strategy-as-practice" (SAP) has implied some attention on the consultant importance (Whittington, 2006; Jarzabkowski et al., 2007; Jarzabkowski and Spee, 2009), the truth is that this almost has not reflected in the SAP literature, exception made to the work of McLarty and Robinson (1998), Kaiser and Kampe (2005) and Lundgreen and Blom (2009), the later with greater exposure because it was presented on the internacional community place of the scholars and strategic professionals as practice.

In this way, to combat the lack of studies in this emerging area is necessary to penetrate this market and realize this activity, bringing to the academic field a considerable volume of information that will contribute positively to the development of this field of research, and one of the ways to do it, it's to understand and define the characteristics and the factors that lead to the identification of this industry identity, realizing their relationship with the market in terms of knowledge, instead of identifying it with only one set of static techniques to be applied (Fincham and Clark, 2002).

Taking into account the subject here discussed, this study aims to relate two variables, the industry of management consulting and its framework at SME level, in an attempt to define if the importance of the knowledge

produced in the consultancy sector is associated with the type of relationships that eventually build themselves. In the same way, and if so, do you want to still realize who will then be responsible for the balance of powers and who should take control of projects?

In this sense, the present study seeks to contribute to the development of scientific knowledge in the management consulting field through the following goals, (1) Verify that the importance of the knowledge produced in the management consultancy sector is associated with the type of relationships that are built, and (2) if so, check who will be responsible for the balance of powers and who should take control of projects.

This article is divided into four parts. The first illustrating the theoretical basis for the theme portrayed, the second part through the presentation of the methodology inherent in the development of this research, the third based on the presentation of the results obtained and a fourth where they (the results) will be discuss empirically. At the end will be presented also some final considerations about the study.

Literature Review

The explosive growth of the consultancy industry in the past two decades has often been attributed to organizational boundaries location changes, as well as the constant changes in terms of ideas and practices of the role of the actors of this analysis field (Werr and Styhre, 2002), which refers to the possibility of new roles for clients and consultants and for the radical consequent changes in the nature of client-consultant relationship (Fincham, 1999; Matusik and Hill, 1998; Werr and Linnarsson, 2002).

One of the central themes in terms of the nature of the management consultancy work has been based on the relationships built between consultants and clients, and this has been one of focus study in the business consulting over the last twenty years. This view has been reflected in terms of two approaches, the first focused on improving safety or the effectiveness of management consulting, from providing norms advices to consultants, clients and other stakeholders interested in building a successful relationship between both (organizations) and the second, based on the fact that the effectiveness of this type of service is not taken for granted, being more like a problem, concerned mainly on how the consultants employ their strategy to convince customers of their superior knowledge and the added value that they represent (critical) (Werr and Styhre, 2002) - Table 1.

Until the late 1970s, the discourse was constructed on the basis that the relationship between the two parties was essentially contractual and had a limited temporal space. It was, therefore, a discourse that portrayed the client as "in control", with all the capacity to manage and even dismiss the consultant to his beautiful pleasure,

Table 1. The two images of the consultant-client relationship

	The functionalist Image: Client "as buyer"	The Critical Image: Client "as a victim"
Why use consultants?	Knowledge or resources disabled, independent judgment	Sociopsychological and cognitive needs that emerge from the task characteristics of the management management
Clients's Nature	Competent buyers that rent and dismiss, critics evaluators of consultant advising	Naive, anguished victims of the persuasion strategies of the consultants
Consultant's Nature	Providers of base services knowledge of customers requests	Symbol manipulators aiming the creation of value impressions
Nature of Relationship Client-Consultant	Under contract, "Open Arms" relationship with the customer in control of the process	Relationship to benefit consultant in control process
Client-Consultant Relationship Limitations	Consultant as an expert and with superior knowledge	Repeated sales dependency, inter-company character and management structures, customer knowledge and expertise

Source: Werr e Styhre (2002)

which sent the consultant to a subordination position. Later, especially after the 1980s, the discourse considerably changed, being more characterized as a partnership, admitting instead the consultant supremacy portrayed as "dominant", portraying the client as a victim of the consultant's rhetorical power and of its impressive management tools.

Given the approaches specificity, it is important to delineate this paradox in more detail based on the different grounds made by several authors in this field of analysis, whose distinction is made according to two perspectives, functionalist and critical.

Thus, the central feature of the functionalist image it's based in the consultant's independence relatively to the client, which according to Greiner and Metzger (1983), Kyrö (1995) and Kürb (1996) makes the consultant unable to see organizational problems clearly. Key features such as internal power forces and/or hidden agendas are neglected in these assumptions, which makes it impossible to generate objective information and create value in management consulting (Werr and Styhre, 2002).

On the other hand, the functionalist approach also implies a clear definition of the working models, the terms and the duration of the relationship by those who contract, which according to Greiner and Metzger (1983) and Kürb (1996) mismatch with the conduct code of the International Council of the Management Consulting

Institute (which specifies that in order for a consulting project to be accepted, both parties must construct a mutual understanding of the objectives, contents, plans and compensation package of the whole process) and delimits the unpredictability of the diagnosis and the dynamics of the work in terms of new needs that may submerge from this analysis.

According to Greiner and Metzger (1983), Maister (1993), Kürb (1996), Schein (2002) and Werr and Styhre (2002) this type of conduct by the contractors isn't more than the reproduction of fears and insecurity that lead to the support and cooperation rejection and obstruct the consulting work, which obviously puts the client in control of the situation and channels the consultant's work to a more focused level of the results that they hope to obtain, being used as rental pieces that are used and abused. In this perspective, the consultant is placed in a subordinate position, acting as a mere advisor without any critical capacity.

Kipping and Armbrüster (1998), for instance, have in this analysis field a functionalist angle of view, portraying the client-consultant relationship as a knowledge base structure where the client functions as the "controlling" factor in the process development (Greiner And Metzger, 1983; Kürb, 1996; Block, 2000; Schein, 2002).

"Tell us what's wrong with us?" It's one of the practical examples often illustrated in this type of approach, step aside manager from his contribution making decisions

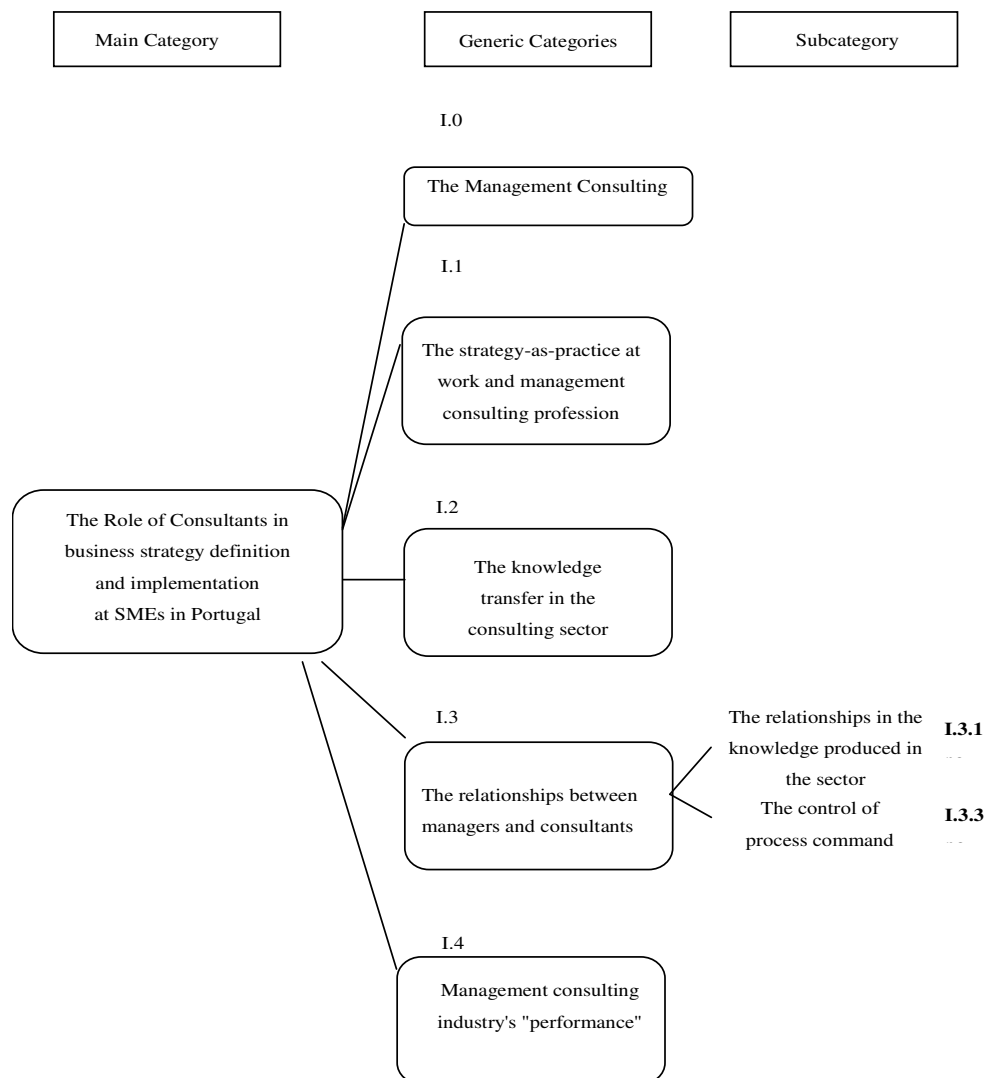


Figure 01. Categorization and coding of the "corpus" interview for qualitative analysis

about what is wrong, positioning himself in a only control perspective of the situation, which consequently makes that he doesn't accept any diagnosis responsibility. This context refers to a subordinate position of the consultant and the consequent risks inherent in this type of approach (Tilles, 1961).

The current evolution of the sector evolved and years later, this theorization contrasted with the most recent critical literature in the field of management consulting, whose bases are attributed to the clients anguish and their role in the management, where the consultant takes the lead (Fincham and Clark, 2002), which portrays the client as a vulnerable victim of the consultants's rhetorical skills and competences (Berglund and Werr, 2000, Clark, 1995); Clark and Salaman, 1996).

The phrase "do something for us" is a good example of how complete dependence in consultant will not only leave a void in their absence, but it will create a

dependency condition between the manager and consultant.

The critical image brings us the reverse of the medal, placing the capacity and the functional knowledge of the consultants as the relationship base in management consulting, which according to Alvesson (1993) and Clark (1995), refers to the question of how consultants "are able to persuade clients of the value that they possess despite their lack of formal knowledge" (Werr and Styhre, 2002: 48), which places clients as the distressed victims of the consultant's rhetorical persuasion strategies (Bloomfield And Best, 1992, Clark, 1995, Clark and Salaman, 1996, Alvesson, 2001, Jackson, 2001, Kieser, 2002, Werr and Styhre, 2002).

Such an approach places the management consultant, his ideas and his practices, in the central role of organizational development, reinforcing a positive management identity, while giving him control of the

Table 2. Content analysis - the importance of the relationships that are built between management consultants and clients for the knowledge produced in the management consulting sector

Content Analysis - Interviews			
Interviewee	Text	Generic Category	Sub-Category
Consultant 2	The relationship is very important, if it is a business relationship. Not all business relationships create empathy. The relationship we create with our interlocutor is very important. The information gives us the ability to then interact with it and to be in a position to replace it.	1.3	1.3.1
Consultant 4	The relationship established with the client? No doubt. I think the relationship or the communication, is the success key. If the relationship or communication is distant, not objective, transparent, etc., it is half way to a fail project.	1.3	1.3.1
Consultant 4	We have clients who worked with us for many years. It is more than an empathetic relationship, it's a relationship of trust, because people can change, the interlocutors change, but the companies and the institutional relations are kept.	1.3	1.3.1
Manager 3	Communication is the basis of the building relationship and then the degree of openness and the degree of participation or willingness to participate in building the relationship. If both parties are focused, dedicated, and if it is strategic to both parties things, well or badly, will result.	1.3	1.3.1
Manager 3	It is fundamental, in my view. Not in a logic like we must be friends, that this can often have the opposite effect and be too ease and that is not intended. But building a relationship from the open and objective beginning is essential, and the ease communication can result in much more fluid work and an objective and valued end result.	1.3	1.3.1

process and the autonomy necessary to generate organizational changes and improvements (Clark and Salaman, 1996), which, according to Werr and Styhre (2002), although they place the clients' managers identity of the client on threat, it is accepted by them for the possibility of generate in the continuous contribution that they make possible for the improvement of organizational performance.

This thesis is also reinforced by authors such as Sturdy (1997) and Kieser (1998), who mention that this approach enabled the consultants, responding to their anxieties, to continue the introduction of new management ideas and concepts such as PRN (process of business reengineering), "e-commerce" and "e-business" in the early 1990s and create their own market.

In this sense, it is important to understand if in portuguese territory the importance of the knowledge produced in the management consulting sector is associated to the type of relationships that are built and

simultaneously verify of who will be the responsibility for the balance of powers and who should for the intervenients in the process assume the projects control.

METHODOLOGY

As far as the means are concerned, the present investigation was based on a pragmatic or inductive character, and was conducted from a non-probabilistic sample for convenience, constituted according to the availability and accessibility of the elements addressed (Carmo and Ferreira, 1998), in this case by management consultants and senior managers of Portuguese SMEs. In this sense, 300 questionnaires were sent to SMEs and 350 to management consultants (including 50 independent consultants) via e-mail. We returned 37 questionnaires from PME managers and 29 from management consultants, making a total of 66 filled

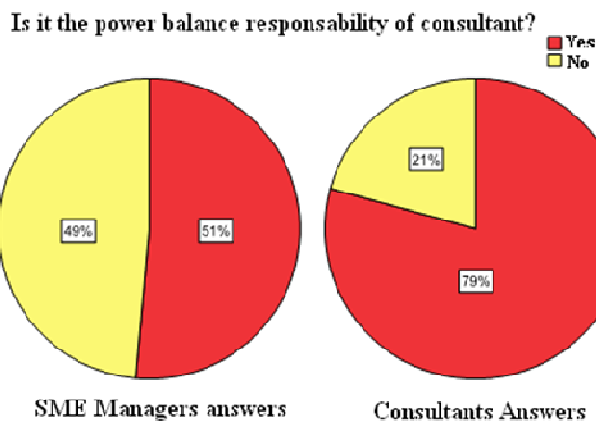


Figure 2: Evaluation of the respondents [consultants and clients (managers)] regarding the responsibility on the powers balance in a management consulting project (yes - it's consultant's responsibility the powers balance; no - it's not the consultant's responsibility the powers balance)

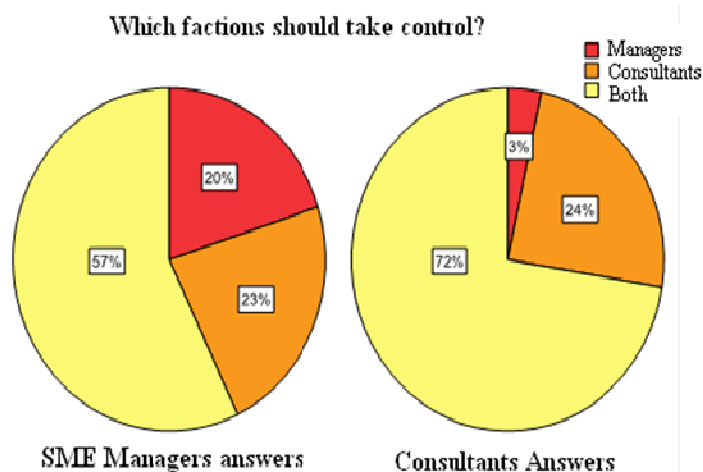


Figure 3. Evaluation of the respondents [consultants and clients (managers)] against the control of the project management consulting

questionnaires with a response rate of 10.15%.

However, considering that the interest of this research was centered in discovering the meaning and represent experiences of multiple realities, it was also used as a analysis qualitative method the realization of 17 interviews with 9 senior management consultants and 8 managers of SMEs in Portugal, and the sample of the realized questionnaires, has an intencional character, since it was selected the participants who best represented the phenomenon investigated in terms of knowledge.

In terms of the qualitative analysis technique used to interpret the data reproduced from the interviews, it was translated into a content analysis, trying to relate the semantic structures (meaningful) with the sociological structures (meanings) of the utterances, in order to

articulate the text's surface with the factors that determine their characteristics - psychosocial variables, cultural

context and context, processes and reproduction of the message (Figure 1).

In summary, this research was based on a set of primary sources, from the application of surveys on the form of 17 semi-structured interviews to 9 consultants and 8 managers of SMEs and the application of questionnaires with open and closed questions to 29 consultants and 37 SME managers from greater Lisbon, Douro, Leiria, Setúbal, Madeira Archipelago, Minho, Beira Alta and Algarve (Portugal), being the representative sample of a group of predominantly male respondents (63%), whose ages between an arithmetic average value of 37 years. Almost all respondents have an upper-level academic

Table 3. Content analysis - analysis of the power relationship in terms of assuming control / command of projects developed in the management consulting sector by consultants and clients

Content Analysis - Interviews			
Interviewee	Text	Generic Category	Sub-Category
Consultant 1	It's a bit treacherous question. This because it would politically correct to say that I would be the client. But many times the client it's unaware. Which mans, the client looks for the best solution, but they don't know what is the best solution. They delegate this power to us and they do it also because they trust our work.	1.3	1.3.3
Consultant 3	For instance, in an improvement project, clearly that has to be the consultant In the matter of investment projects, it is the client that has to lead.	1.3	1.3.3
Consultant 4	If we take into account that the consultant is a partner of the client the control should be shared.	1.3	1.3.3
Consultant 6	No one. But ideally the client. Completely the client Well, from the methodological point of view of the project, the consultant must take this control That's why I tell you, there has to be a partnership and marriage.	1.3	1.3.3
Consultant 8	And then there are still cases where there is trust, I'm the one who plays their role, but it's more for laziness and for think that if I do it I'll do it well. Here, I'm not a consultant, but more an advisor.	1.1	1.1.2
Consultant 3	A good work income, the strict adherence to the deadlines, the faithfulness of the given information, the confidence in matter of the project management "on going", the permanent "feedback" about how things are evolving, the sistematic corrections, the client involvement in the project, are all fundamental requirements for the success.	1.1	1.1.6
Consultant 2	We fundamentally provide a strategic support to our partners, which without that previous knowledge, the experience, the skills, hardly we will be able to carry out our work.	1.1	1.1.3
Consultant 3	Which means, this always depend on the area. But in the latter case our role is more supportive. That means that we must direct the client to decision that he has to make. But he must make the decision.	1.3	1.3.3
Manager 2	The projects that usually take a long time and we also want to have people with whom we feel well. Trust and a good relationship.	1.3	1.3.1
Manager 3	But communication from my point of view is fundamental. Communication is the basis of a building relationship and then the degree of openness and the degree of participation or willingness to participate in building the relationship. If the two parties are focused, dedicated and if it is strategic for both parties, things will, badly or well, result.	1.3	1.3.1
Manager 2	The control must always be shared in my opinion, because it is essential that the client always know what he needs.	1.3	1.3.3
Manager 7	I see as a whole, the entity has to be the most interested in things going well, this for the sake of the company itself and the consulting firm itself.	1.3	1.3.3

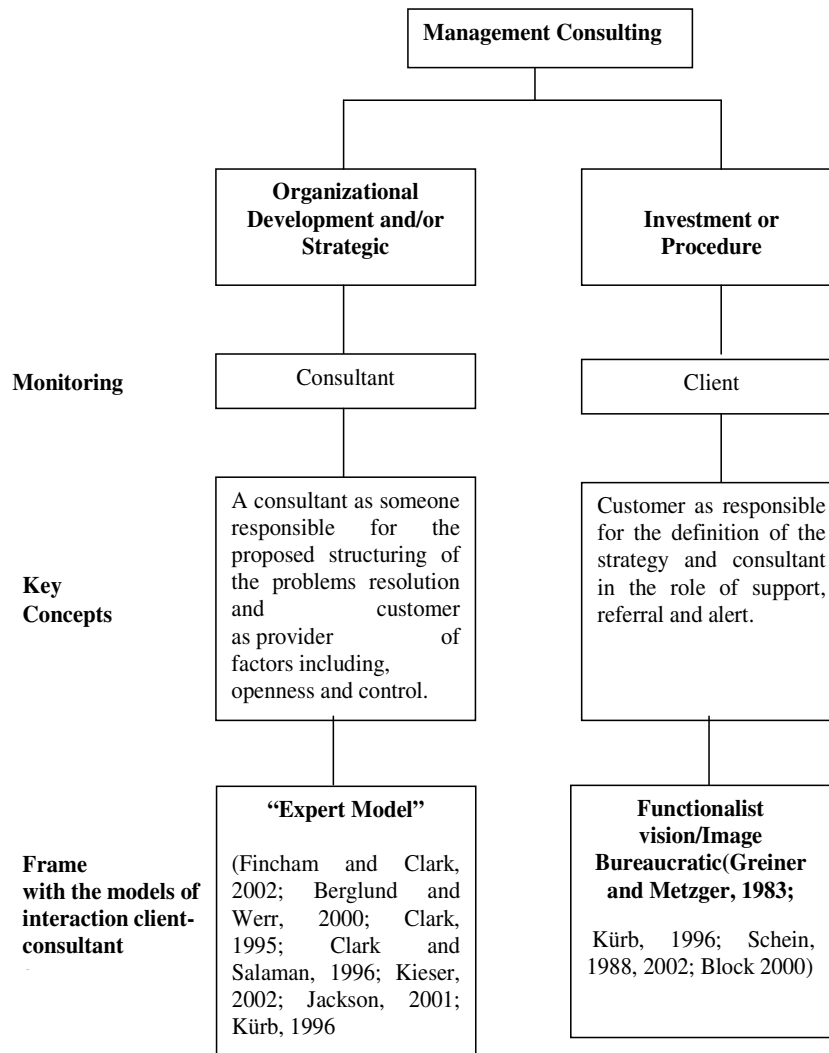


Figure 4. Guidelines on the level of command control of consultancy projects for the management
Source: Elaborated by the Author

background and have been working in their current companies for about 8 years. It should also be mentioned that the sample at the SME level is fundamentally linked to the retail and consulting area in the most diverse sectors of activity that compose the business management area.

RESEARCH RESULTS

The literature in the management consulting area can be subdivided in three different blocks, namely, a chain mostly written for and by consultants that ran until the middle of the 1990s, a second that gains space until the end of the millennium linked to a growing development of the sector in economic terms and several studies in this area and, a third, which since that time has highlighted

the importance of the two precedents as a strategy for change and development in the strategic consulting industry.

In all of them, something that seems transverse is that the management consulting industry is described as the path of success that must be embraced by companies in the contextualization of their strategic orientation, and their professionals as the true disseminators of the complex phenomenon of business evolution until now known.

However, although consulting management activities have seen considerable growth in terms of economic significance in recent years (Fincham and Clark, 2002), which should have resulted in further research into this sector, the truth is that the results haven't been properly followed with researchs focused at the level of relationships created and established between the parties

involved in the process, considered by Sturdy (1997), Fincham (1999, 2010, and Karantinou and Hogg (2009)), as one of the success key-factors in the projects development in this sector.

But is, in fact, the importance of the knowledge produced in this sector associated to the type of relationships built?

The results of the interviews with managers and consultants point clearly to the fact that successful relationships are fundamental in the construction of the knowledge that is produced in the management consulting sector, based fundamentally on aspects such as empathy, institutional relations, openness and participation, availability and ease of communication - Content analysis (Table 2)

But if successful relationships are in the basis of the knowledge produced in the sector, who will then be responsible for the balance of powers and who should take control of the projects?

In terms of the balance of powers, the reading of respondents' responses is referent to two types of approach. If on the one hand the consultants, for the most part, indicate that this balance is entirely their responsibility, defending McGivern's theory (1983), the clients' opinions are more dispersed, pointing to the values interpretation in figure 2 for a equitable and cooperative balance of the powers between the parties, which expresses also the opinion of both parties in terms of taking control positions on the projects developed (Figure 3). It's understandable through the reading that it is not a question of assuming a leadership position, since this will inevitably validate constraints in terms of a closer relationship that may exist and which can subsequently build confidence and generate credibility.

Although the respondents and interviewees - Content Analysis (Table 3), have the same vision in terms of the command control or command of management consulting projects, based fundamentally on trust, client participation or support, it is important to realize that an organizational development project (strategic) can not be compared to an investment or procedural project, referring the question to two types of scenarios that need to be interpreted.

RESULTS DISCUSSION

In fact, quality has to do with value perception and this may not be tied to the intrinsic quality of the knowledge created. The type of relationships that are built between consultants and clients gain vital preponderance here, because you can even introduce something very innovative or technologically very advanced, but without a proper communication and a close relationship between the parties it may have any real impact at all.

In this sense, through research, what can be seen is that the creation of close relations in this context gains

special emphasis, even because it infers in a decisive way in the work that is produced, allowing to generate knowledge and satisfaction. The empowerment of people thus results in the creation of successful relationships between the parties, and this is the key factor for any success project.

The empathy, institutional relations, degree of openness, degree of participation, availability, and ease of communication are key elements in this context, allowing to build confidence and generate credibility for the building of effective relationships.

This was the translation of the business consultants and managers thinking, all of whom considered relationships created as an additional value that can in fact add fundamental capital gains to achieve the objectives initially outlined efficiently and not only during the phase in which the project is carried out, but also in the post-implementation, with all the subsequent advantages that may result for each of the parties.

If one of the objectives of this subject was attached to the perception of the relationships importance in terms of the nature of the management consulting work, it was also important to understand on what basis these relationships are grounded or built. Whose responsibility is the balance of powers? Which of the factions should be in control of the project?

From the responses of the respondents (managers and consultants) in terms of the balance of powers and process control in consulting projects and, following the same line of Fincham's thought (1999), this approach is linked to what can be called the "approach perfect", which means, the basis of complementarity and sharing rather than responsibility. Excellence can be indeed contained within this range of sharing and networking, with the different mental structures of the actors, coupled with the variety of consultant technical methods and concepts (Fincham 1999), and deep business knowledge of managers can lead the different projects to success.

Still in respect to the control of the project, unlike the interpretations taken by some authors and scholars in this area, it is also important that the answer to this paradigm does not mean a simple interpretation emphasized solely in a single framework where the consultant conducts or allow themselves to be lead. According with the investigative analysis, matters here distinguish two different types of scenarios, because otherwise this question may seem at first sight a treacherous, as sometimes has been directly or indirectly entitled by the interviewees.

Although generally has understood that the line of the portuguese market of management consultancy is based fundamentally on trust, participation of the client or support and, in a line that integrates the critical vision and integrative relationships, assuming that should always be the consultant to assume a position of control action, acting simultaneously as a facilitator in practical help which can provide the client, it is important to distinguish

two types of scenarios so that you can interpret conveniently this issue.

You cannot translate the control relationship between consultants and clients across the board, not at least because the projects are not all equal, and there are various characteristics that distinguish them and that validate assumptions of control that can differ considerably between each one. It is important therefore to realize that a project of improvement or organizational development, cannot be compared in a similar way to an investment project or procedure (Figure 4).

According to the reading of empirical data, in an organizational improvement project that involves issues of organizational development and/or strategic, clearly has to be the consultant to lead and process control their entirely responsibility. The methodologies, the conductive lines, the issues and the action responsibility should be in this context or analysis perspective entirely assumed by the consultant, assuming consequently the risk in terms of the content definition of their proposals.

In this case, even if the cliente may have a more or less active role in terms of monitoring points, should above all lead the relationship on the basis of trust. It is a organizational process of leadership, therefore, has to be the consultant to take control, and the manager task above all should be achieve the best possible way to leave the consultant comfortable through three key factors - including, openness and control. In other words, inclusion of the client into action whenever deemed necessary, openness in terms of the exposure of the entire internal information formal or informal and, technical or behavioral therapy that may be required by the consultant and, in terms of the "timings" established in the action plans. There are three vital factors that can or not enable that a project is conducted on a basis of trust and credibility.

In an investment project or procedure, in turn, is the client who has to assume a control position, being their entirely responsibility the strategy formulation, the reading of what it wants, and the reading of what is design in terms of sales and cost structure. In this case, the consultant role is to support, which means, routing and alert in terms of advantages and disadvantages of the actions that the client wishes to carry forward. Here, as its name indicates, the consultant should be someone who in fact consultation and that create outlines scenarios. The final decision will always came from the client.

FINAL CONSIDERATIONS

Despite the value perception in terms of the internal content of the knowledge generated by management consultants, the success of projects can also be linked to the types of relationships that are built between the parties, and the creation of close relationships in this

context wins special emphasis, because interferes dramatically in the work that we produce, allowing to generate knowledge and satisfaction.

The empathy, institutional relations, the degree of openness, the degree of participation, availability and ease communication, are all elements that can effectively be taken as critical capital gains to effectively achieve the objectives initially set out and, not only during the phase where the project unwind, but also in the post-implementation, with all the advantages that can result for each party.

Therefore, the assumption of the word excellence can be contained in the interval of sharing and networking, being that the different mental structures of the actors, combined with the variety of methods and technical concepts of consultants and with a deep knowledge of the business administrators, translates what can be defined as the "triangle of success".

It is important however to take into account that the findings presented in this study, results from limitations inherent to a reduced research in terms of a sample size (respondents) and also result from the reproduce results from a given context (SMES), in a given country (Portugal).

In this sense, in terms of external validity, which means, the possibility to generalize the results to other contexts or samples, although this study has been to strengthen some of the theory already exists related to the concept of management consulting, this was just an exploratory study that cannot be generalized or representative.

On the other hand, despite the secondary sources had been used and other analyzes had been prepared to complement the results, also this factor cannot justify that the results presented here can be seen as necessarily being generalized in terms of consulting practice.

Another limitation was related to the impossibility to observe "in loco" client -consultant interactions and, therefore, the peculiarities problems, ideas and techniques that could result from this same interaction.

Thus, even though this article aims primarily to combat the lack of studies on the sector of management consulting, it is necessary to continue to penetrate this market and realize this activity, bringing to the academic field a considerable volume of information that brings above all originality and contribute positively to the development of this field of research.

One of the ways of responding to this "gap", it's by focusing, establishment and institutionalization of practices and activities used in management consulting and the implications of these in terms of organizational results, seeking to obtain a set of new developments in the literature construction with the introduction of new perspectives, theoretical and empirical in this area.

In conclusion, it is important to extend these studies to a more profound basis in all these matters, so that it may be explored the future of the practices nature, activities,

the steps and the relationships in the sector of management consulting, allowing future researches include the construction of a model that allows linking all these variables, so that can be identify which of them is more crucial to the success of a project management consulting. The continuous task in the study of the sector must not forget the impact that this can have down the chain, namely at the level of satisfaction of the customers companies relatively the work undertaken by the consultants and what suggestions advised for the improvement of the performances that may obtain.

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