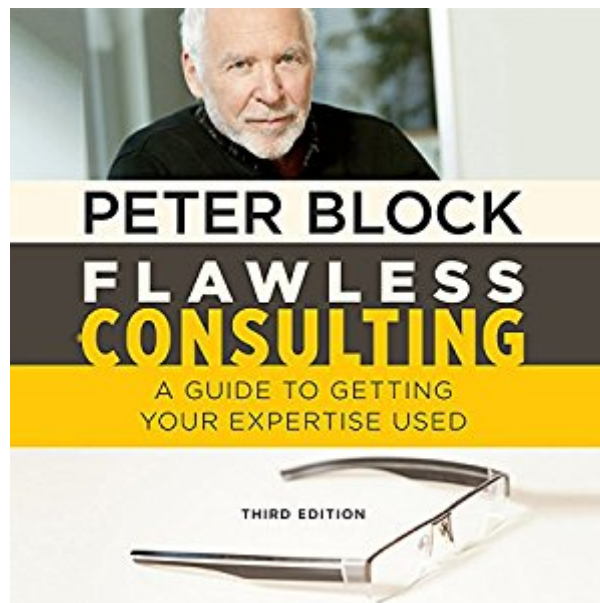


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# Flawless Consulting: A Guide To Getting Your Expertise Used, Third Edition



## Synopsis

When the landmark best-seller *Flawless Consulting* was first published more than three decades ago, it was quickly adopted as the "consultant's bible." With his legendary warmth and passion, Peter Block explained how to deal effectively with clients, peers, and others. The book continues to speak to people in a support function inside organizations as well as to external consultants. This thoroughly revised and updated third edition of Peter Block's groundbreaking book explores the latest thinking on consultation. It includes new insights about how we can organize our consulting around discovering the strengths, positive examples, and gifts of the client organization or community. The book remains a practical and specific guide for anyone who needs to develop a capacity for deeper relatedness and partnership - which means it is for all who wish to make a real difference in the world. This new edition covers the consulting challenges that have arisen from the way we routinely communicate electronically and live in the virtual world. Block suggests ways to overcome the distancing and isolating effects inherent in electronic connects. The book also includes practical guidance on how to ask better questions, gives suggestions for dealing with difficult clients, and contains expanded guidelines on more engaging forms of implementation. *Flawless Consulting* includes two new examples, taken from health care and educational reform efforts, to show how consulting skills can be useful (and often transformative) in a broader context. These illustrative examples point the way for achieving changes for leadership in business, government, religion, human services, and more. Like the first two editions, *Flawless Consulting* affirms the notion that authentic behavior and personal relationships are the key to technical and business success. By demonstrating their ability to be truly authentic at each step in the process, consultants can aim toward creating workplaces that are more collaborative and ultimately more successful.

## Book Information

Audible Audio Edition

Listening Length: 9 hours 21 minutes

Program Type: Audiobook

Version: Unabridged

Publisher: Gildan Media, LLC

Audible.com Release Date: February 1, 2012

Whispersync for Voice: Ready

Language: English

ASIN: B0073ZLXBK

Best Sellers Rank: #10 in [Books > Business & Money > Small Business & Entrepreneurship > Consulting](#) #109 in [Books > Audible Audiobooks > Nonfiction > Reference](#) #562 in [Books > Audible Audiobooks > Business & Investing](#)

## Customer Reviews

The one thing I love about this book is easy and flowy language. It doesn't look like a text book, however it's used in that purpose. It's the ultimate book for consulting.

Was recommended by a co-worker. It was ok, some great information, however, it is more for someone just starting out and unfamiliar with consulting.

If you are not interested in authenticity and are not the patient sort, this book isn't for you. If wealth creation is your primary driver, this book isn't for you either. The focus of this book is on how authenticity can help you do a better job, and win the respect as well as loyalty of your clients. The consulting process recommended by Peter requires patience (consulting is a process and not an overnight solution, the consultant is not the doctor but a partner, and the client is not an observer but a participant), and require that consultants have the courage to not only educate the client, but to turn down clients. It may seem a bit idealistic in the real world and not always applicable - I know this because not every consulting company is going to be authentic. Consultants may be coerced to meet sales targets, make quick profits, or they may be oversold (or undersold) by the sales team (in some consulting firms, the principals do not do the sales & contracting - they deliver after the contract is signed. The sales and contracting is done by a different team). Nevertheless, the principles and values, espoused by Peter is something I personally share. The content is presented in an easy to read delivery. Templates can be downloaded through the author's website.

Bought the first edition shortly after Mr. Block spoke at my local ASTD dinner meeting in the mid-80's and have been smitten by his wisdom and clear, simple guides ever since. The latest edition is just as brilliant as the prior two but updated to address current and emerging aspects of organizational culture that can and will affect how consultants need to conduct themselves during contracting and then once embedded in a client system. Should be mandatory reading for every one whose job entails influencing others to learn and/or do anything new.

A number of years ago, I found myself without a job for the first time in my adult life. At 40, this was scary until I woke up one morning, created a subchapter-S corporation and became a consultant. This book, along with others by Peter Block, was a significant help in getting started and having the confidence to persevere for two years independently. Now I'm a consultant in a big four firm and the things I learned from this book still ring true.

This came to my notice as a consulting class e-book; I purchased a hardcopy after reading the first chapter. I highly recommend it to ANYONE especially if you are looking to learn how to communicate better in ANY situation; but especially when you are communicating from a lesser status position (such as at work; with superiors or customers). As for consulting itself; this is by far the best advice you could ever get; not just for yourself but for anyone you may consult for and their organization.

Its a good book and was our textbook for the class on psychoeducation consultation for our counseling program.

Probably the single best consulting, or management (yes...management), book I've ever read. I've read many, many books on project management, consulting, problem solving etc, all of which are rearrangements of the same material, but this one is unique. It has the best information, it is very well written, and it is a pleasure to read. There are a million books that can give you the good and necessary technical information about consulting, management and problem solving, but very few that give you the information you get here. This is not a book for beginners and college students as some have said because this information would only be of value to active consultants who have experienced some ups, and downs, in their career, i.e. people who can actually relate firsthand to the topics being discussed. This book is not aimed at consulting in a specific industry, so it may seem a little general to an inexperienced reader, but this is definitely the highest order of consulting knowledge. A beginner would likely try to impress the client with their "brilliance", a pro would handle it like Block describes. This book takes you on the inside of the client-consultant relationship, he shows you what is going on "behind the scenes" of your clients mind, whether spoken or unspoken, and how to address it. This is where ultimate success or failure is decided. This is the stuff you won't learn in college or find in most project management books, which emphasize "scheduling, monitoring and control" and other elementary stuff. Block makes a clear and proper distinction between consultant and manager, but I have worn both hats and can say without hesitation that an

astute "manager" would find this book as valuable as a consultant. Block gets at the heart of the matter. He deals with reality (people, politics, fear, resistance, etc.), not a make-believe situation where the brilliant consultant diagnoses the problem with the insight of Sherlock Holmes, and proposes an ingenious plan that amazes the thankful client. Keep dreaming. He tells you what to watch for, what it means, what is happening, how to respond. Some of his insights were truly eye opening even though I have been a consultant for 20 years. I have seen perfectly capable and hard working professionals of various sorts go by the wayside because they were too aloof or did not understand their clients on the "affective" level. They thought their expertise alone would insure acceptance of their ideas and secure their position with the client...it didn't. I've seen this many times. If you're a capable professional that is losing clients, read this book. It's all about people. No matter how educated they are, how expensive the suit, or how ornate the office, they are only human and are driven by pride, fear, greed, jealousy and the full range of human emotions, and to be ignorant of this during the consulting process is very harmful. Don't let my review mislead you...this is not just a book on the psychology of consulting. He covers that area well, but this book is packed with useful and insightful tips and techniques for diagnosing and solving real problems. Flawless Consulting is not only full of excellent information, it is also extremely well written and enjoyable to read. This is rare for many business and management books which are either too boring or unrealistic. He has an amazing way of getting to the root of every issue and expressing it in a most concise manner. I read things I have experienced many times explained to me in this book, and I could see where I went wrong at times, and where I got it right at times (even if by accident). Edit: (7-14-14) I bought and perused the shorter, updated 2011 version, but would recommend any interested reader get the 1999 Second Edition. You can buy it for a few dollars and it is better formatted and includes all the checklists.

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