

Expert- vs. Process Consulting: Changing Paradigms in Management consulting in Germany

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To Do:

- **System or process consulting à einheitliche Nomenklatur**
- **Engangsbemerkung zur Verwendung**
- **Einarbeitung Aspekt des 3. Modus Sinndimensionen und synchrone Verarbeitung**

Management Summary

In the last 20 years the consulting market in Germany has developed slightly different compared to other regions. Besides the strong classical expert-oriented consulting, rooted in the tradition of scientific management and a rational approach to all kinds of managerial challenges in the German speaking market, a significant second approach in process consulting has developed. This internationally unique approach is based on a strong sociological tradition in new systems theory and perceives organizations as self-organizing social systems. The different paradigmatic starting points of the two consulting approaches lead to very different characteristics, strengths and weaknesses in procedures, their consultant's qualifications and even business models.

Starting with the customer's overall requirement for more implementation support from the consultants while the latter refuses to take on more responsibility, the article analyses the possibilities of integrating the different strengths in a combined consulting approach to fulfill the growing customer needs. Three models currently in use reveal the difficulties which are partly caused by different organizational theories in use and show the necessity of a different cooperation between consultants, between management and consultant and perhaps even a different form of consulting.

Expert- and Process consulting: Changing Paradigms in Management consulting in Germany¹

According to a Study of the Association of German Management Consultant (BDU) on the present status and the future development of management consulting in the German speaking countries, the focus of consulting is changing: While in 2007/2008 the consulting

¹ The following remarks refer not only to Germany but mostly to the German speaking countries i.e. Austria, parts of Switzerland.

companies expected the future key challenges of their customers in the areas of customer relationship management, innovation, cost management and globalization indicating that 'growth' (Unternehmensberater, 2007) had high priority, the expected foci for 2009 differ strongly: In 2009 Consulting projects on structural challenges and reduction of costs will have priority. Other topics will be Risk Management, the competitive differentiation and the critical assessment of the existing business model (Unternehmensberater, 2009).

Beside these topics the customers in 2008 looked for support from the consultants, solution competence, concrete value adding, personality of the consultant, and implementation competence. In 2009 on the other hand, the quick and prompt availability of the consulting results is more in the customer's focus.

Overall the results of the studies underline the growing expectation that consulting should go beyond analyzing and developing suggestions, and help realizing and implementing these recommendations. This expectation is neither new nor surprising, since the lack of capabilities on the customers' side as well as the lack of practicability of suggestions on the consultants' side have already been critically expressed in the past (Turner, 1983; Groth, 1996) and both factors have been indicated as contributing to the high percentage of poorly executed change processes in organizations. But is the managerial reflex to ask for a different form of consultant's involvement the key to higher performance or is it rather time for a new form of consulting?

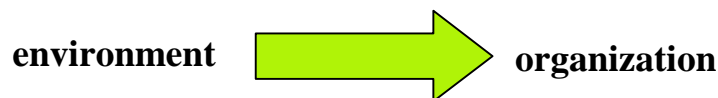
Organization – the blind spot of consulting?

The role, behavior and performance of consultants (as well as managers) depend largely on their assumptions about the nature of an organization. According to e.g. Kieser, one can basically differentiate between two organizational paradigms (Kieser, 1998) - the dominant objectivistic or rationalistic and the constructivist paradigm.

The rationalistic approach

The rationalistic paradigm, which for a long time has and still does influence and dominate organizational theory and "theories in use" of managers and consultants, differentiates between means and ends and constructs robust cause-and-effect chains. The organization itself is seen as an instrument to achieve objectives using organizational rules in order to steer the behaviour of the members of the organization. Nevertheless the

explanation of the linkage between the organizational rules and the behaviour of its members is regularly excluded. The tasks of the General Management, like e.g. strategy development or the organizational design, are first of all expert tasks since these people are in possession of the know-how and methods to find organizational solutions. Within the rationalistic paradigm the task of the consultant is to support the organization and especially the management in finding the right decisions i.e. analyzing the situation and providing organizational solution to adapt to the changing environment.

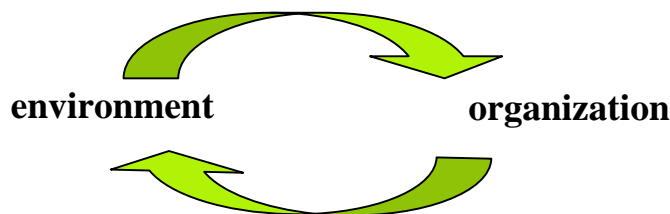


Nevertheless this rationalistic approach to organization has gained early critique: Simon argues that the decision making in organizations better be understood in terms of “bounded rationality” (Simon, 1991) since decision making in organizations only partly meets the demands of rationality . Even more the resulting “expert roles” for within the decision making process produces side effects through the separation of formulation and implementation of organizational change. Although the members of the organizations need to get convinced of the experts’ solutions, the room for involvement and participation within this paradigm is rather limited: beyond the practical challenges of a wider participation the underlying paradox restricts a broader involvement since the legitimacy of the expert approach rests on its capacity to absorb the uncertainty of e.g. strategic decisions by referring to data, figures and an abstract logic. The subsequent reputation of the experts therefore helps to cover the fact that no expert know what the future will look like or how in a particular single case a manager should act like. Nevertheless this form of communication helps to mask the underlying uncertainty of a decision maker or the overall organization when one has to decide about the unknown future of the organization.

Finally the assumption that stability in nonlinear and error-prone systems can be achieved by strict coupling of the subsystems has been strongly challenged by the findings of Weick. He found that within “High Reliability Organizations” elements and subsystems are loosely coupled to allow for mechanisms of rearranging in the interest of adaptation as well as the ability to improvise (Weick, 1998). The stability of a dynamic organization within a changing environment therefore requires loose coupling instead of strict coupling of decisions premises like e.g. organizational structures processes and decisions (Luhmann, 2000).

The constructivist paradigm

In contrast to the rationalistic paradigm the new systems theory as the prominent exponent for the constructivist paradigm in Germany describes organizations as self-organizing, operatively closed systems. The relation between the environment and the system is described as being paradox: The organization as a social system is closed and separated from the environment and by the same time open and highly depending on the exchange with its environment. The key question is how the organization can manage the paradox of simultaneously being open and closed, depended and independent from the environment. Management consultants and managers have to simultaneously consider the openness and closeness of the system i.e. it has to be decided whether a new requirements from the customers should be ignored or if these are promising innovations the organization should invest in. Unlike the rational paradigm the new system theory constructs the relation between the organization and its environment in a circular and not in a linear way. Following e.g. *Weick* the environment influences the organization in the way the environment is perceived by the organization (Weick, 2001).



Consequently the question for the systemic consultant is how the stabilization of routines and business practices as well as the openness towards the environment is possible at the same time? Within the systemic paradigm the answer to this paradox is found in the self-observation of the system. In observing itself the system is using the difference between itself and the environment or in other words: The self-observation is a re-entry of the distinction (between the system and the environment) into the distinction (the system).

The consequence of this paradox is an unresolvable indeterminacy which is caused by the system itself and is not an impact of the environment. The system works in a state of self-produced indeterminacy. Unfortunately this paradox cannot be cracked by objective figures or facts since the indeterminacy is generated by the system itself and not caused by the environment (Spencer Brown, 1967). The practical consequence will be first and

foremost to refer the organization back to itself whenever it comes to learning and adaptation. Instead of the installation of early warning systems and the attempt to identify information in the environment, second order observation gives the most consistent information for the reliability of the system. The way the organization observes the environment and its dependency from capital, energy, technique etc. gives the most reliable information. Therefore management has to observe the unobservable – the blind spot of the decision maker – and by this observation becomes aware of the risks of the decision making process. Stability and reliability in social systems therefore cannot be achieved by a close coupling of the system with its environment (“fit”). Robustness needs permanent feedback loops to allow for the continuation of the system’s self-organization. Within the constructivist paradigm the hope to detect lifesaving information in the environment is disappointed. Instead the observation of how the environment is observed e.g. by the management is the best way to safeguard the future of the organization.

An Example: Organizational Patterns in strategy development and consultants starting points

To comprehend the role of the consultant within or in relation to the organization it is helpful to understand the managerial patterns in an organized social system to define the role and paradigmatic starting point of the consulting process. Are there any forms or patterns of managerial practices that are not assigned to the rationally-oriented illusions of planning and predictability? The different paradigms and their underlying assumptions on the relation between the organization and its environment are typically reflected in the managerial patterns and practices e.g. on strategy development. For a long time the analysis of strategy processes has claimed that the decisions about the future have been legitimized and backed by patterns of analyzing the past and deriving future decisions from success factors of the past. Beside the fact that yesterday’s success cannot guarantee for the future of an organization, past solutions nowadays often even turn into future problems. Already Mintzberg criticizes the premise of rationality of the strategic management and underlines that strategies are not necessary the results of a rational planning process (Mintzberg, 1987).

Although there are multiple ways of organizing the decision process about their future in different organizations all of these patterns basically serve to overcome the basic dilemma of strategy making: not knowing today what the world will look like in the future management is being forced to decide on an uncertain basis. Nagel and Wimmer (Nagel und Wimmer, 2002) differentiate the organizational patterns in the strategy development process in two dimensions. The observable patterns vary on one hand between implicit and explicit forms of strategy development, distinguishing the extent to which certain activities that are explicitly called “strategy development” rather take place in an implicit way. On the other hand they differentiate between who is making the decision about the fundamental questions of the survival of an organization: Is this decision either taken outside the organization e.g. by “the old man” in a family business or by an external consultant? Or is it a decision which is taken inside the organization by autonomous single business units or in a joined effort with a management team?

The resulting four patterns of strategy development reflect the dominant paradigms and solutions for the management of the underlying uncertainty of an organization confronted with strategic decisions. The different patterns with their inherent recipes in the struggle to cope with the uncertainty – rationality, intuition, evolution and communication – are helpful and have to be taken into account before defining the role of consulting and its contribution to the organization. Or in other words: Management and Consulting are both dependent on the form of the organization. To define the role of the management and even more the role of consulting, the interplay with the management and the organization is key to the understanding and should be taken into consideration.

Where are the company strategies developed and how?	Practical patterns - Implicit	Practical patterns - explicit
„Outside“ the organization: as a guideline instructing the management process	decision by intuition	development by experts
„Inside“ the organization: as achievement of the management process	development by evolution / chance	development as common achievement of the management

Patterns of Strategy development (Nagel und Wimmer, 2002) p. 33

Given the different organizational patterns and resulting different organizational and managerial expectations towards consulting the role of consultants can vary significantly: It may well be understood as supporting the strategy development within the pattern of an expert mode e.g. by delivering analysis. It can also take the form of a process facilitator who by focusing on the process of strategy making serves as a container for the social dynamics within the system. So one might as well ask for what problem is consulting the solution and what the contribution of the consultant to the process might be. Is the consultant finding the “right” answers to the strategic riddle (perhaps by becoming an oracle himself) or is he working on building capabilities within the management or organizational system and therefore a trainer or even sometimes a tamer?

The role of the consultant in two different paradigms

The role of a General Manager can be understood in terms of the plan-do- check-act-cycle or in other words he tries to reduce self marked differences between e.g. a small EBIT and an adequate EBIT or a poor product quality and a sufficient one. Using this tension between two different states he tries to reduce the difference between the system and the environment by e.g. improving the sales force or introducing a new quality system.

The role of the consultant in a rationalistic paradigm is primarily to support the organization in adapting to new requirements. Therefore the consultant has to support the manager in marking the difference (e.g. by providing a problem analysis and benchmarks) and

providing recipes – comparable to the medical doctor helping the patient – to overcome the difference between the organization and its environment (e.g. by providing a quality system or qualification of staff).

The role of the consultant in a systemic paradigm is complementary to the manager: He observes the differences the manager marks in order to reduce them and compares them e.g. with other differences which could have a more reliable impact. So the primary intention of the systemic consultant is to act according to the motto " Always act to increase the number of choices" (von Foerster, 1997).

“The live of others” or how one consulting paradigm views the other

In order to understand the possible challenges in the cooperation and possible conflicts between the two consulting approaches it is useful to recognize what the mutual attributions are and what the other approach looks like from the different paradigmatic background. In other words: How does a systemic consultant see the expert consulting and how will an expert consultant look on the systemic consulting approach?

The positive indication for a systemic approach from an expert view is especially given when it comes to the need for a stronger participation and communication of members of the organization. Two situations can be thought of here: The system oriented approach becomes interesting for the expert when important information from the members of the organization about the present problems of the organization is necessary or when certain details have to be clarified which cannot be answered sufficiently with expert knowledge. A second candidate for a systemic approach is the problem of implementation of the expert solution. From a rationalistic perspective the primary task is to convince the members of the organization with adequate communication that the solutions which have been deduced from theory by the experts are the right way for the organization to go.

Conflicting points from an expert view would be the symmetric qualification and relation between the consultant and the customer, because the expert consultant is invited by customers for the reason of a surplus of qualification, know-how or capabilities. Also he is used to work on the solution of a concrete problem and is expected to solve the problem by himself and not give it back to the customer.

Vice versa from a systemic oriented view, a specific asset is the language and the concepts of the expert consulting approach that managers, who have often gone through a

management education of learning familiar concepts, can easily understand or relate to. The managerial familiarity with these concepts or at least the school of thoughts these concepts build on provide (or pretend?) certainty on the side of the organization and the management. A similar effect can be observed on the side of the stakeholders. This in turn often leads to selecting a specific consultant or consulting company with sometimes well known methods in order to absorb uncertainty for those who are used to decide with reference to numbers, data and facts.

The expert consultant takes over the function to simplify complex problems and provide approved problem solving techniques and success factors – often in the form of “best practices – in order to implement those solutions in the organization of the customer. Although research on these success factors is very critical since it is not possible to identify which is the best solution for specific problem and if solutions can be transferred in a copy and paste manner from one organization in a specific setting and situation to the next (Nicolai, 2002).

Historical Background of the Paradigms in present Management consulting

The roots of the classical management consulting approach lie partly in the historical phase of the industrialization and the influence of Frederick Taylor. This forms the background of the development of companies like McKinsey, Boston Consulting and later in Germany Roland Berger whose founders build their services on the expertise in primarily two fields: They started their professional service firms by offering technical or business analysis. Due to the dominant mindset at that time their way of consulting was implicitly influenced by the mechanistic paradigm which lead to a number of standard methods that are still common in the classical management consulting today (Handler, 2006).

The systemic oriented management consulting approaches in Germany have developed especially in the last 30 years. Stemming from different theoretical backgrounds like constructivism, chaos theory, cybernetics and therapeutic schools the systemic management consulting has strongly been influenced by the general system theory of Luhmann (Luhmann, 1984; Luhmann, 2000). This sociological approach is widely known in the German speaking countries but has hardly received any attention on the international stage (Becker und Seidl, 2007). Nevertheless it has – together with various

other influences like e.g. the systemic family therapy, group dynamics – contributed to the development of a specific organizational consulting paradigm, which differs to a significant extent from the traditional management consulting:

The content driven “expert consulting” gains its professional legitimacy out of the superior knowledge, standardized problem solving know-how and often the experience of similar projects (benchmarks) in the industry. The internal social dynamic of the organization is usually neglected and the implementation rather a weak point, if done by consultants at all.

On the other hand the systemic management consulting approach relies on the development potential and resources of the customer’s organization and offers support for solving or unblocking communication obstacles and socially critical situations. The focus on the social processes and competency building in this understanding might go along with a tendency of neglecting or underestimating the business challenges of the management and the organization.

The role of consulting a in an self organizing system

In order to identify the role of a consultant in a self organizing system one has to first of all clarify the understanding of a self organizing system. In contrast to this often misunderstood concept the term self organization does not mean a radical detachment of the system from its environment but it describes the terms in close relation of the system to its environment: Self organization of the system does not make sense “unless the system is in close contact with an environment, which possess available energy and order, and with which the system is in a state of perpetual interaction, such that it somehow manages to ‘live’ on the expenses of this environment” (Foerster, 1960).

Within this self organizing system the consultant who is aware of the systems’ recursiveness can only offer orientation. He cannot reach through and has no direct control of the system. Instead he supports the system in its self observation and self description. By asking the right questions consulting opens up potentials for the organization. This can lead to the generation of new knowledge about the own status quo and to new self descriptions which may open up the new options in the management of challenges and gives hope to take a step forward in a tricky situation. Therefore the task

for the systemic consultant is not to deliver the “right” decisions, but to support it in its ability to create options (Baecker, 2007).

Changing customer expectations – unwilling consultants?

Although there is significant evidence that customers demand more support for the implementation or even want the consultants to share the risk of performance, consultants still hesitate to meet this demand and change their roles. Both classical management consultants as well as consultants of the OD-tradition refuse to share more responsibility. Roland Berger as a prominent representative of the classical consulting paradigm underlines the difference by clearly separating the manager’s responsibility and that of the consultant: “Consulting is consulting and not implementation, because implementation is the job of the manager. To consult on the implementation is the job of the consultant... each time the consultant tries to be the implementer, he will either not be successful or degenerate to a normal business service” (Berger, 2003). Wimmer as a proponent of the systemic organizational consulting approach also dismisses a stronger managerial role of the consultants. He considers an acting management role of the consultant as the “fall of mankind” and argues that the final responsibility for decisions and implementation should stay with the customer (Wimmer, 2008). So, is the demand for a different support of the customers just neglected or are there approaches for a different form of consulting?

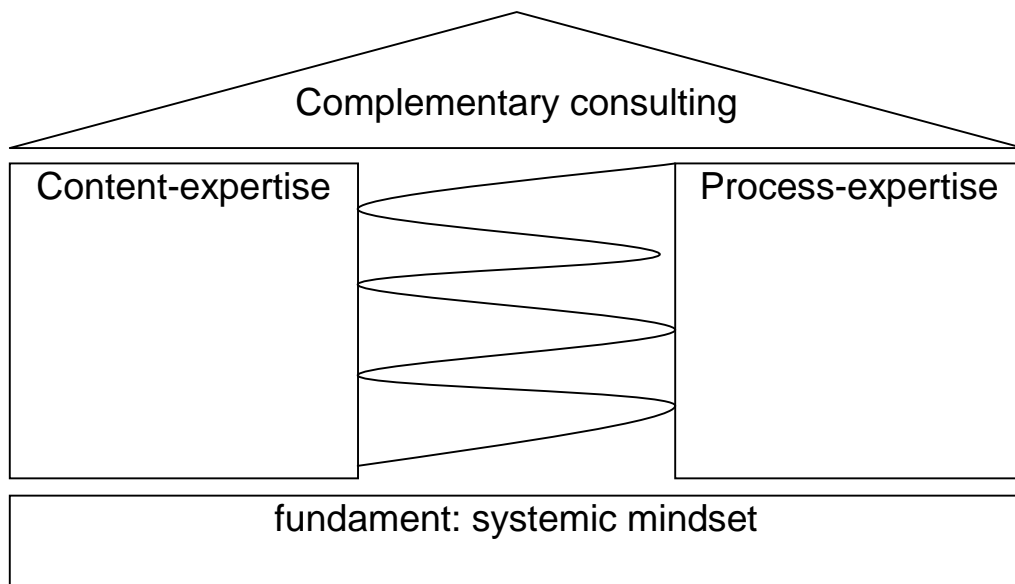
Changing paradigms or paradigmatic change?

A brief look on the present discussion of new consulting approaches in Germany reveals at least 3 attempts to reconcile the traditional content and systemic process-driven consulting approaches and support the customer in an integrated way. Complementary consulting (Königswieser, 2008), the concept of integrated Consulting (Handler, 2006) and the 3rd Modus (Wimmer, 2007) describe different evolutionary steps towards a new consulting paradigm:

Complementary Consulting tries to integrate expert- and process consulting know-how so that in each phase of the consulting process the content related expertise can be combined with the process related expertise in a holistic and cooperative manner.

Based on the systemic paradigm the founder of the approach Königswieser builds a team of consultants with both expertises. The idea is to integrate the “blind spot” of both

consulting approaches to allow a integrated working process. The complementary approach allows the expert and the systemic consultant to maintain their professional identities. Within the frame of e.g. a joined consulting project the management of the organization has a clear orientation who can be addressed for questions concerning the social dynamic and who is the expert for content questions. The sequence of content wise input and phases of reflection oscillate according to the needs of the consulting project.



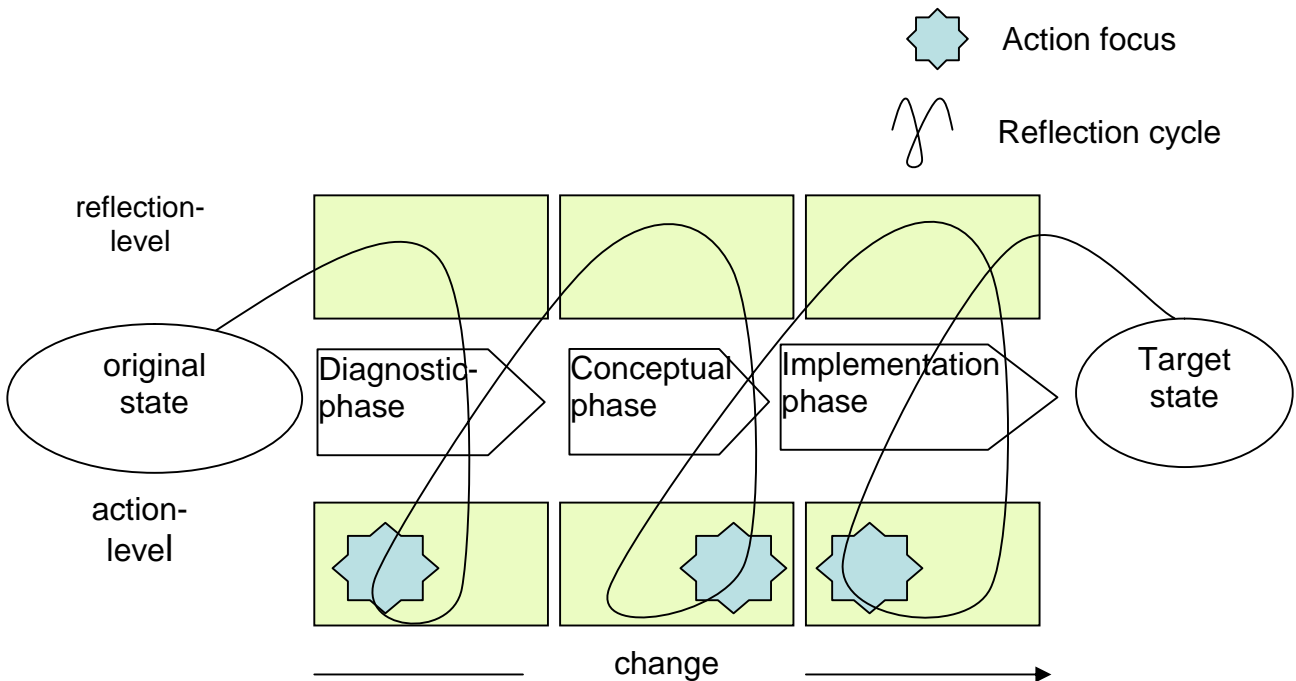
Model for complementary consulting (Königwieser, 2008)

The Concept of integrated (Handler, 2006) consulting tries to join or combine action and reflection in a consulting process. On the basis of interviews with managers who experienced both approaches Handler (a former expert consultant) analyses the development potential for expert consulting (e.g. to start understanding social systems, the involvement of employees) and systemic consulting (e.g. to become open for expert know-how, develop concrete positions in content wise questions) and derives learning potential for both consulting approaches. Not surprisingly the analysis shows that both approaches have very different and contradictory characteristics. Handler deducts that due to these paradigmatic contradictions the integration of the two consulting approaches is challenging. Since both approaches for themselves are no longer up to date with the

organizational complexity and dynamic as well as the content wise challenges, the goal of the integrated approach must not be to separate the “what” of the expert consulting and the “how” of the systemic consulting but to combine the content wise consulting from the beginning with an adequate form of intervention. As prerequisites for the ideal concept of the integrated consulting Handler defines a holistic perspective, an open handling of the stress fields and tensions, the development of the consultant’s competence, the systemic attitude of the consultants and their cooperation in the consulting process.

Without any concrete realization of the concept of the integrated consulting in the practice of consulting so far Handler identifies in his ideal type of three process components as being of fundamental importance for the success of a integrated approach. These are a shared understanding of communication, feedback mechanisms, and reflection loops which all should serve the integration of expert- and process consulting.

A key element in the conception is the project management which has to coordinate the consultants according to the specific topics and the phases in the project. Usually the expert consultant will be in the lead in the conceptual phase and the systemic consultant in the implementation phase and therefore establishes a clear differentiation between the two approaches.



Process model for the concept of integrated Consulting (Handler, 2006) S. 466

The “third Modus” of consulting tries to transcend the chiasm of consulting paradigms of Expert- vs. Process consulting. In this approach the content, social and temporal dimensions are simultaneously being worked on without a separation of different consultant roles which are rooted in classical identity concepts of an expert- or process consultants. Therefore the consultant offers cooperation architecture and acts as a sparring-partner for the business issues. An important aspect is that the decision and the responsibility stay fully with the customer. He is in the “ownership-role” of his problem and no delegation of responsibility towards the consultant takes place.

One of the major challenges in the “third modus” is on the one hand to provide concrete support in the management of the present challenges and to help solve the current problems. On the other hand the “third modus” aims for enhancing the capability of the customer’s organization to deal successfully with uncertainties and ambiguous situations. One of the central functions of the consultant therefore is the so called „Container-function“, i.e. by developing mutual trust in the consulting process, the customer finds confidence to work on even critical and personally tricky problems which can be worked on without the risk of losing face within a team where everyone depends on each other even after the process.

Wimmer exemplifies the crucial elements of the “third modus” using the example of the strategy development process describing the key challenges of the process which in turn include the potential for an integrated form of consulting that does not just sum up the two approaches but simultaneously considers the integration of the two consulting paradigms (Wimmer und Sutrich, 2008). One of the key decisions in a strategy process is whether the existing pattern of the process becomes a topic of discussion and decision or not. Here the existing pattern of managing the uncertainty about the future direction e.g. in a family business in the form of a personalized intuitive and opportunity driven pattern or in expert oriented way are often questioned in respect to their adequacy. A change in this pattern implies a consciousness for alternatives and the ability to manage this change content- and process wise.

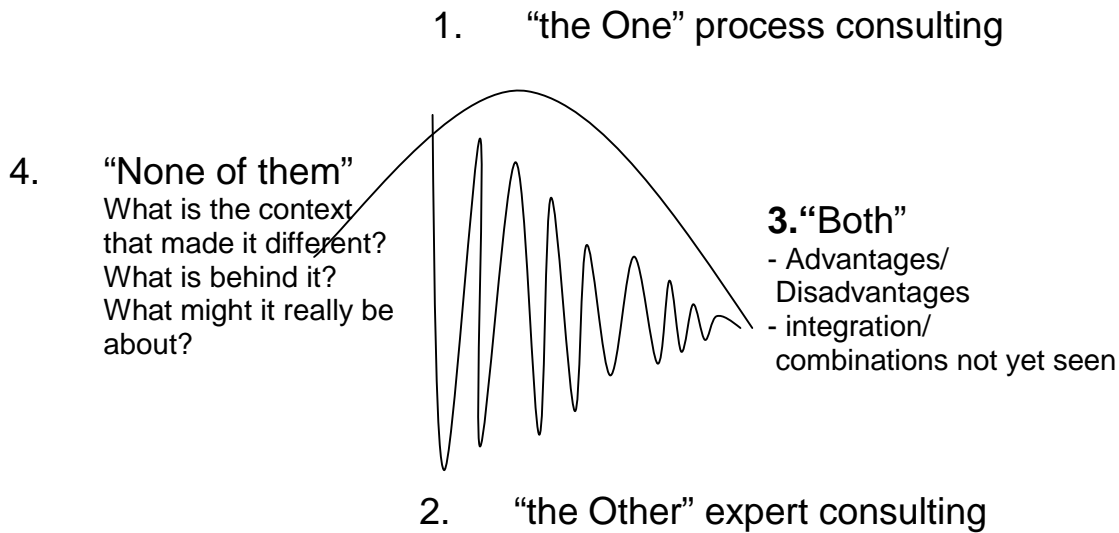
A second key decision is the strategic positioning which implies that certain strategic options are chosen and others get dropped. Consequently an integrated consulting process will foster the team process so the team is taking over the entrepreneurial risk and

the decision and the risk taking is not left to an individual player – with all the consequences this has especially in case of a failure. A further necessity for integrating the two consulting strands is the development of the master plan where the concrete need for change is visualized and it becomes evident that someone in the management team does not have the competencies for the new tasks or is even redundant in the newly designed organization. Here often the tendency in a management team is to build the new organization around the members of the team giving away the chance to build an organizational architecture which clearly supports the new strategy. From the consultancy point of view this requires simultaneous understanding of the personal sensitivities as well as the content wise clarity for the new organizational design combined with the willingness not to let the organizational decision be influenced by the personal interests.

Content and process: When will we two meet again?

The three different approaches to integrate expert- and process consulting all show a different logic for reconciling or combining the strengths of expert- and process consulting on the way to a new consulting paradigm. While Königswieser and Handler build on and combine the existing schools, Wimmer describes a new paradigm of consulting which simultaneously combines the two paradigms. All three different approaches integrate the content and process expertise by different means and make high demands on the consultants, either on the level of cooperation between the different actor within a team or on the individual level in terms of qualification and personality. Nevertheless all three approaches seemingly found a specific form of combination or integration of the two aspects.

To clarify the specific combination of the two paradigms the process scheme of the Tetralemma "four corners" i.e. four positions or standpoints (Varga von Kibéd und Sparrer, 2000) - a traditional Indian logic for categorizing and developing different standpoints e.g. in legal cases shall be used. Summarizing the above discussion the scheme will help to consider the inner logic of the combination of the 3 existing approaches as well as identify a combination of the paradigms and perhaps review the dilemma from a different perspective.



The Tetralemma see (Varga von Kibéd und Sparrer, 2000) p. 87

What are the elements of the Tetralemma? The “one” and the “other” are the alternatives in the Dilemma which are in conflict or in contrast of each other. In the case of two different consulting paradigms the systemic consulting (“one”) and the expert consulting (“the other”) are seen as opposite and at least in parts in contradiction to each other. Although difficult to merge the attempt to combine the two consulting approaches might lead to an oscillation between the two alternatives (x as well as y). In contrast to this oscillation the third position “both” symbolizes a stable situation where both poles are united. It can be a first meta-position of the former dilemma which makes it possible to see communalities and differences of former contradictions giving a new “frame” and thereby supporting a reconcilability of the positions (e.g. a compromise or iteration). The fourth position is called “none of both” and questions the context in which the contradiction has occurred (e.g. management routines and attitudes, present situation).

Applying the scheme with the two consulting paradigms on the three presented attempts to combine the complementary consulting approach of Königswieser with its attempt to combine consultants of different heritage, tradition and identity seems to be a form of oscillation or alternating process consulting and expert consulting. So the different qualities are still visible and are brought to the foreground depending on the requirements of the situation. In terms of the Tetralemma one would call it a “as well as”.

The concept of integrated consulting still sticks to the logic of the expert consulting in following the traditional content driven procedure. Within this procedure the lead is taken

over in the first phase (where content challenges are seen as dominant) by the content side and handed over later to the process side when it comes to implementation. This reflects the traditional understanding of the division of work between the two consulting approaches to a large extent. In terms of the Tetralemma this would be a position of “the other” with every now and then a visit to the contradictory side. What remains open in this idealistic approach is the question of what or who is driving the integration (e.g. in the case of the complementary consulting the systemic approach or company). Finally the “third modus” can be understood in terms of the Tetralemma as a “both” i.e. the approach tries to overcome the classical traditions and identities of the two paradigms. The individual consultant therefore has to bring across a surplus of qualification. Nevertheless this approach might be more difficult to understand for managers who are used to classical separation of hard and soft facts and might even implicate certain superiority over the consultant as long as the consultant lacks one of the competences of content or process. In this regard the “third modus” might even face a certain handicap in terms of relationship building with the management (Baecker, 2003).

Conclusion

Why are the two consulting paradigms contradictory to each other? Using the three aspects of the 4th position of the Tetralemma (“None of them”) the context reveals the different traditions and professional identities as a strong difference between the consulting approaches. This might as well be one of the major challenges for all kinds of cooperation models aiming for the integration of the different paradigms and consulting approaches. The present context of the changing customer needs towards more implementation support may though serve as a momentum to make integration easier or even enforce new ways of consulting. Nevertheless this will make up the need for new roles for the consultant and the management as well. If a new form of cooperation between the management and consulting does not take place the potential of this form of consulting might not be fully tapped but instead misunderstood and the solution might be looked for at more traditional or familiar forms of consulting. All three forms of combination might be challenging although the complementary consulting and the concept of integrated consulting for management might more readily be related to former experiences and give the manager an easier role in steering the process, since he is only confronted with one

competence in one person. Here the “third modus” might represent a bigger challenge for the management, since it leaves less room for the manager to feel certain predominance within the system. The challenge for the consultant who scratches along this fine line will be to notice that the responsibility rests with the management and that the consultant must not start to compete with the manager on “who is the better manager”.

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