

J. Popovic¹, D. Milošević²

University Union Nikola Tesla, Sremski Karlovci, Srbija,
¹jobajcetic@gmail.com, ²dmilosevic321@gmail.com

KEY SKILLS OF CONSULTANTS AND MANAGERS

Routine and semi-routine jobs will automate over time. It is predicted that in the coming period, nearly a third of working-age people will lose their jobs, which will no longer exist. On the other hand, the need for new jobs with new knowledge and skills will open up. Organizations will suffer major transformations if they are to survive under the new conditions of the 4th Industrial Revolution. For transformation purposes, business organizations hire consultants. Consultants are external agents of change. Consultancy companies are looking for people who meet their criteria and can fit their way of working. Consulting houses are in constant demand for the best educated academics who have practical knowledge and skills important for the success of projects. The most important skills for the work of consultants are proven practical application of knowledge in problem solving, communication skills, teamwork, understanding of the needs and desires of clients. In order to achieve a career in consulting firm, a new consultant needs to be found in the way he works and the organizational culture of the consulting firm where he works. In return, young consultants will gain valuable experiences during their work on different tasks and clients. This kind of experience is highly valued when engaging medium and senior management in companies.

Keywords: consultants, consulting skills, application of knowledge in practice

Я. Попович¹, Д. Милошевич²

Университет «Юнион – Никола Тесла», Сремски-Карловци, Сербия,
¹jobajcetic@gmail.com, ²dmilosevic321@gmail.com

КЛЮЧЕВЫЕ НАВЫКИ КОНСУЛЬТАНТОВ И МЕНЕДЖЕРОВ

Регулярные и полурoutine задания будут автоматизироваться с течением времени. Прогнозируется, что в предстоящий период почти треть людей трудоспособного возраста потеряют работу, которой больше не будет. В то же время откроется потребность в новых рабочих местах с новыми знаниями и навыками. Организации пострадают от крупных преобразований, если они хотят выжить в новых условиях 4-й промышленной революции. Для целей трансформации бизнес-организации нанимают консультантов. Консультанты являются внешними проводниками перемен. Консалтинговые компании ищут людей, которые отвечают их критериям и могут соответствовать их способу работы. Консалтинговые дома пользуются постоянным спросом на лучших образованных ученых, которые имеют практические знания и навыки, важные для успеха проектов. Наиболее важными навыками работы консультантов являются проверенное практическое применение знаний в решении проблем, коммуникативные навыки, командная работа, понимание потребностей и желаний клиентов. В свою очередь молодые консультанты приобретут ценный опыт во время работы над различными задачами и клиентами. Такой опыт высоко ценится при привлечении среднего и высшего руководства в компании.

Ключевые слова: консультанты, консалтинговые навыки, применение знаний на практике

Because of the fourth industrial revolution we are in, technology changes the way businesses work and people's lives every day. The arrival of new technologies is devastating the current state of affairs. According to IDC, the development of a third technology platform based on mobile devices, social networks, the development of Cloud technology has led to a huge growth of [1] digital data of different formats (Big Data). The amount of digital data in the world doubles every two years. The problem of

data processing, the development of artificial intelligence is becoming one of the biggest challenges for new jobs [2].

Automation of work and machine learning will be the main driving forces that will influence change. The main characteristic of the fourth industrial revolution is connecting the physical and digital world. There are big changes that affect almost everything and the workforce. This also took place during previous industrial revolutions. As a cause of change in the world, the continuation of the process of globalization, demographic population change, urbanization growth, changes in the world's economic power, climate change, etc. should be added to the process of globalization.

The skills you need to succeed in business today differ significantly from the skills of the past. Following that logic, the skills that will be needed in the future will differ from today's skills. Many traditional occupations will disappear. More [3] than a billion people will need to be redirected to new occupations. Following the Corona 19 virus pandemic, 42 % of basic skills are expected to change in the next few years to carry out existing tasks. More and more skilled workers will be engaged in temporary and part-time jobs. It's estimated that in 2027 year most of the workforce will be doing exactly this kind of work [4].

Routine and semi-routine processes taking place in businesses and the public sector will undergo the biggest [5] transformation. They will be automated with artificial intelligence and the human workforce will be replaced by various types of robots. The breakthrough will be in other areas of human life where artificial intelligence is increasingly occupying traditional human activities. What won't change significantly are jobs where empathy is needed. It's the care jobs of children and the elderly, medical workers, teachers, etc. Although the education system will certainly change. There should be some forms of (direct) sales, human resources work, etc. on the other hand, many occupations such as cash register workers, truck and taxi drivers, etc. will disappear. This change has only been temporarily slowed by the pandemic. There are areas where the pandemic has accelerated the processes of digital transformation of the world. Group communications, distance learning, e-commerce, e-banking, etc. can be cited as an example.

According to OECD estimates, a third of the world's jobs will be transformed due to the application of new technologies. As encouraging news, it can serve to predict that many new occupations will occur that have not existed before and are the result of the development of new technologies. Nearly 70 % of workers should be prepared to look for work outside the existing industry and profession. Another [3] 133 million new jobs are forecast to be created in line with the IV Industrial Revolution over the next few years.

Consultants are external agents of change in organizations under pressure from the IV Industrial Revolution and business digitization. Under their influence, in cooperation with internal agents of change, they have a very demanding task of transferring technology and implementing organizational changes.

Eminent source [6] states that «Management consulting is the providing to management of objective advice and assistance relating to the strategy, structure, management and operations of an organization in pursuit of its long-term purposes and objectives. Such assistance may include the identification of options with recommendations; the provision of an additional resource and/or the implementation of solutions».

The key skills that consulting firms seek when hiring candidates are:

1. Academic success. Your academic ability reveals your learning and application (7) opportunities.
2. Work experience. Consultancy companies are looking for candidates who have already tried their skills in solving problems and tasks [7]. In particular, the experiences of well-known houses that have good practice are appreciated. In particular, proven analytical skills, presentation possibilities, teamwork, self-organizing, leadership are especially appreciated.

3. Leadership and [7] initiative. Candidates with ambitions that have good intuition, creativity, built ability to lead a team and take advantage of the opportunities that have been noted are sought.

4. It's the perfect [7] presentation. Communication is an important criterion in the requirements of consultants. Exposing complex things in a simple way is a skill but also an indicator of dealing with a particular phenomenon. Focus at the same time on the whole and detail is something that is very demanding.

5. Propensity for [7] consulting. In job interviews, a future employer often asks where a candidate sees himself in the future. Whether it's consulting or steady work. Solving problems is the essence of consulting. Therefore, you should always have some examples from your experience of how a candidate has done so so far.

6. Commercial [7] consciousness. It requires you to understand the needs of clients, their organizations even when they don't know how to articulate them.

7. Natural [7] communicator. The oral and written verbal abilities of consultants are very important. They represent the first impression the lead has on you. They also enable you to work successfully with different people and understand their ways of thinking to deliver the adequate information they need.

8. Self-awareness [7]. The ability to assess the needs of clients and their possibilities leads to successful problem solving.

9. Teamwork [7]. Consulting work depends heavily on the ability of consultants to work autonomously but also in coordination with their colleagues.

10. Personality [7]. In order to be successful in teamwork, consulting firms are looking for future candidates to fit in with the value and manner of the team's functioning. Therefore, a potential employer will want to know the interest of the candidates. Working with short deadlines, personal responsibility, high demands, frequent conflicts lead to the emergence of stress that is common among consultants.

11. The skill and the problem [8] solving. Depending on the success of troubleshooting depends on how much you satisfy the client. He rests on good analysis and a decision-making system.

12. Flexibility in [8] thinking. Adapt to the needs of your clients.

13. Be an expert in managing changes [8]. Troubleshooting involves implementing certain decisions. If you understand the needs and desires of clients, help them solve the problem and achieve their business intentions. Change carries great risks and therefore it is important to support consultants to approach them properly.

Transforming the workforce focused on old technologies towards new technologies will be the hardest for the older lower-skilled workforce. As a rule, she has trouble finding work with other requirements and accepting retraining. In order to successfully do this transformation with as little social disruption as possible, a good program of routing and retraining of the workforce is needed according to the future requirements of the economy. It is a job that must involve governments of states, employment agencies and an education system that should have a different organization. Lifelong learning and qualification is no longer a matter of progress and higher earnings, but of existence. All countries that do not take this seriously will experience major problems in the future.

Consultants gain experience during their work at consultancy companies by solving various client problems, using the knowledge and experience of the consulting firm in which they work. This kind of work experience is highly valued in situations where a consultant is applying for the position of middle or senior manager in enterprises.

References

1.11 Key skills Consulting firms look for [Electronic resource] // Bright Network. – Mode of access: <https://www.brightnetwork.co.uk/career-path-guides/consulting/eleven-key-skills-consulting-firms-look/>. – Date of access: 04.03.2021.

2. 7 skills employers of the future will be looking for [Electronic resource] // Future learn. – Mode of access: <https://www.futurelearn.com/info/blog/careers/7-skills-employers-of-the-future-will-be-looking-for>. – Date of access: 03.03.2021.

3. We need a global reskilling revolution-here's why [Electronic resource] // World Economic Forum. – Mode of access: <https://www.weforum.org/agenda/2020/01/reskilling-revolution-jobs-future-skills/>. – Date of access: 03.03.2021.

4. Milošević, D. The impact of ICT development on business processes and employment / D. Milošević, B. Marković : III International Conference Employment, Education and Entrepreneurship, Belgrade. – 2016.

5. IDC FutureScape: Worldwide IT Industry 2017 Predictions Latin America Impact [Electronic resource] // IDC FutureScape Worldwide. – Mode of access: http://www.idclatin.com/predictions2017/PPT_IDC_LA_IT_Industry_FutureScape2017.pdf. – Date of access: 03.03.2021.

6. Freelancers predicted to become the U.S. workforce majority within a decade, with nearly 50 % of millennial workers already freelancing, annual «Freelancing in America» study finds [Electronic resource] // UPWORK. – Mode of access: <https://www.upwork.com/press/releases/freelancing-in-america-2017>. – Date of access: 03.03.2021.

7. The Predictive Index. 7 consulting skills and competencies needed to succeed in 2020 [Electronic resource] / The Predictive Index. – Mode of access: <https://www.predictiveindex.com/blog/consulting-skills-competencies/>. – Date of access: 02.03.2021.

8. IMC USA's Competency Framework and Certification Scheme for Certified Management Consultants (CMC) [Electronic resource] // IMC USA. – Mode of access: https://cdn.ymaws.com/www.imcusa.org/resource/resmgr/Competency_Framework/Final_IMCUSA_-_ICMCI_Core_Co.pdf. – Date of access: 02.03.2021.